



# Fresno County System Improvement Plan

March 26, 2010

**California-Child and Family Services Review (C-CFSR)  
AB636 Outcomes and Accountability**

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# Fresno County

## 2010 System Improvement Plan

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## County System Improvement Plan Team Composition

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## **Fresno County 2010 System Improvement Plan Narrative**

**This System Improvement Plan (SIP)** was prepared by Fresno County in compliance with the California Child and Family Services Review (C-CSFR). The System Improvement Plan is the third component of the C-CSFR and represents an operational agreement between the County and the State for the improvement of the Fresno County Child Welfare and Probation systems.

In 2001, Assembly Bill 636 (AB 636), the Child Welfare System Improvement and Accountability Act, was enacted. AB 636 provides the legal framework for measuring and monitoring the performance of county child welfare systems. This framework shifts the focus of child welfare reviews from process-measured compliance to an outcome-based review system and is based on the philosophy that each county will have continuous improvement, interagency partnerships, community involvement and public reporting of outcomes.

County performance is tracked and allows the State to gauge state performance against national standards. Data in support of the following outcome indicators is reported quarterly to State and county officials:

### **CHILD WELFARE SERVICES PARTICIPATION RATES**

- Number of children < 18 in population
- Number and rate of children with referrals
- Number and rate of children with substantiated referrals
- Number and rate of entries
- Number and rate of children in care

### **SAFETY OUTCOMES**

- S1.1 No Recurrence Of Maltreatment
- S2.1 No Maltreatment in Foster Care
- 2B. Percent of child abuse/neglect referrals with a timely response (Immediate)
- 2B. Percent of child abuse/neglect referrals with a timely response (Ten Day)
- 2C. Percent of timely social worker visits with child

### **PERMANENCY OUTCOMES**

- (C1) Length of Time to Exit Foster Care to Reunification
  - C1.1 Reunification Within 12 Months (Exit Cohort)
  - C1.2 Median Time To Reunification (Exit Cohort)
  - C1.3 Reunification Within 12 Months (Entry Cohort)
  - C1.4 Reentry Following Reunification (Exit Cohort)
- (C2) Length of Time to Exit Foster Care to Adoption
  - C2.1 Adoption Within 24 Months (Exit Cohort)

- C2.2 Median Time To Adoption (Exit Cohort)
- C2.3 Adoption Within 12 Months (17 Months In Care)
- C2.4 Legally Free Within 6 Months (17 Months In Care)
- C2.5 Adoption Within 12 Months (Legally Free)
- (C3) Exits to Permanency
  - C3.1 Exits To Permanency (24 Months In Care)
  - C3.2 Exits To Permanency (Legally Free At Exit)
  - C3.3 In Care 3 Years Or Longer (Emancipated/Age 18)
- (C4) Placement Stability
  - C4.1 Placement Stability (8 Days To 12 Months In)
  - C4.2 Placement Stability (12 To 24 Months In Care)
  - C4.3 Placement Stability (At Least 24 Months In)

## WELL-BEING OUTCOMES

- (4A) Siblings Placed Together in Foster Care
  - 4A. Percent of children in foster care that are placed with ALL siblings
  - 4A Percent of children in foster care that are placed with ALL siblings
- (4B) Foster Care Placement in Least Restrictive Settings
  - Initial Placement (Entry Cohort)
  - Point in Time Placement (All Placements)
- (4E) Rate of ICWA Placement Preferences
  - 4E (1) Percent of Indian Child Welfare Act eligible children placed in foster care settings
  - 4E (2) Percent of children as identified with primary or mixed (multi) ethnicity of American Indian placed in foster care settings.
- (5B) Rate of Timely Health or Dental Exams
  - (5B) (1) Rate of Timely Health Exams
  - (5B) (2) Rate of Timely Dental Exams
- (5F) Authorized for Psychotropic Medication
- (6B) Individualized Education Plan
- (8A) Children Transitioning to Self-Sufficient Adulthood
  - 8A. Completed High School or Equivalency
  - 8A. Obtained Employment
  - 8A. Have Housing Arrangements
  - 8A. Received ILP Services
  - 8A. Permanency Connection with an Adult

The following two page **CWS Outcomes and Accountability Data Summary** provides a brief organized synopsis of the January 2010 data report published by the State @ <http://www.childsworld.ca.gov/PG1369.htm>

The following **CWS Outcomes and Accountability Data Summary** is available in PDF format (along with summaries for previous and in the future, subsequent report periods) @ <http://www.co.fresno.ca.us/Divisionpage.aspx?id=22415>

## California Child Welfare Services Outcomes and Accountability Fresno County Data Report January 2010

CHILD WELFARE SERVICES PARTICIPATION RATES								
Measure Description	Time Frame	Number	Previous Year's Rate	Current Rate	Current Trend	Directional Goal	Goal or Nat. Standard	State Performance
Number of children < 18 in population	2008	276,221	274,059		Increasing	n/a		10,003,896
Number and rate of children with referrals	2008	18,398	68.8 per 1,000	66.6 per 1,000	Fluctuating	Lower		48.7 per 1,000
Number and rate of children with substantiated referrals	2008	2,123	9.6 per 1,000	7.7 per 1,000	Decreasing	Lower		9.7 per 1,000
Number and rate of entries	2008	1,096	4.4 per 1,000	4.0 per 1,000	Fluctuating	Lower		3.3 per 1,000
Number and rate of children in care	July 1, 2008	2,405	9.1 per 1,000	8.6 per 1,000	Stable	Lower		6.0 per 1,000
SAFETY OUTCOMES								
Measure Description	Time Frame	Number	Previous Year's Rate	Current Rate	Current Trend	Directional Goal	Goal or Nat. Standard	State Performance
<b>Recurrence of Maltreatment (S1.1)</b>								
S1.1 No Recurrence Of Maltreatment	7/01/08-6/30/08	714/781	92.5%	91.4%	Stable	Higher	greater than 94.6%	93.1%
<b>Maltreatment in Foster Care (S2.1)</b>								
S2.1 No Maltreatment in Foster Care	7/01/08-6/30/08	3,454/3,480	99.77%	99.25%	Fluctuating	Higher	greater than 99.68%	99.61%
<b>Child Abuse/Neglect Referrals with a Timely Response (2B)</b>								
2B. Percent of child abuse/neglect referrals with a timely response (Immediate)	Q2 2009	982/991	98.3%	99.1%	Increasing	Higher		97.4%
2B. Percent of child abuse/neglect referrals with a timely response (10-Day)	Q2 2009	1,111/1,183	84.1%	93.9%	Increasing	Higher		94.9%
<b>Timely Social Worker Visits With Child (2C)</b>								
2C. Percent of timely social worker visits with child	June 2009	2,527/2,770	85.5%	91.2%	Increasing	Higher		92.9%
PERMANENCY OUTCOMES								
Measure Description	Time Frame	Number	Previous Year's Rate	Current Rate	Current Trend	Directional Goal	Goal or Nat. Standard	State Performance
<b>Length of Time to Exit Foster Care to Reunification (C1)</b>					<b>Reunification Composite: 90.0</b>			<b>115.5</b>
C1.1 Reunification Within 12 Months (Exit Cohort)	7/01/08-6/30/09	134/377	30.5%	35.5%	Increasing	Higher	greater than 75.2%	62.7%
C1.2 Median Time To Reunification (Exit Cohort)	7/01/08-6/30/09	377	16.0 Months	13.8 Months	Fluctuating	Lower	less than 5.4 months	8.3 Months
C1.3 Reunification Within 12 Months (Entry Cohort)	1/01/08-6/30/08	56/336	18.9%	16.7%	Fluctuating	Higher	greater than 48.4%	44.0%
C1.4 Reentry Following Reunification (Exit Cohort)	7/01/07-6/30/08	34/614	9.7%	5.5%	Fluctuating	Lower	less than 9.9%	11.3%
<b>Length of Time to Exit Foster Care to Adoption (C2)</b>					<b>Adoption Composite: 89.5</b>			<b>101.4</b>
C2.1 Adoption Within 24 Months (Exit Cohort)	7/01/08-6/30/09	62/172	26.0%	36.0%	Increasing	Higher	greater than 36.6%	30.0%
C2.2 Median Time To Adoption (Exit Cohort)	7/01/08-6/30/09	172	34.6 Months	31.5 Months	Fluctuating	Lower	less than 27.3 months	30.6 Months
C2.3 Adoption Within 12 Months(17 Months In Care)	7/01/08-6/30/09	127/1,163	10.4%	10.9%	Increasing	Higher	greater than 22.7%	18.6%
C2.4 Legally Free Within 6 Months(17 Months In Care)	7/01/08-12/31/08	47/992	2.9%	4.7%	Increasing	Higher	greater than 10.9%	6.4%
C2.5 Adoption Within 12 Months(Legally Free)	7/01/07-6/30/08	100/184	60.7%	54.3%	Decreasing	Higher	greater than 53.7%	56.1%
<b>Exits to Permanency (C3)</b>					<b>Long Term Care Composite: 94.4</b>			<b>104.8</b>
C3.1 Exits To Permanency (24 Months In Care)	7/01/08-6/30/09	179/1,080	13.7%	16.6%	Increasing	Higher	greater than 29.1%	23.1%
C3.2 Exits To Permanency (Legally Free At Exit)	7/01/08-6/30/09	175/181	95.6%	96.7%	Fluctuating	Higher	greater than 98%	96.9%
C3.3 In Care 3 Years Or Longer (Emancipated/Age 18)	7/01/08-6/30/09	105/165	75.3%	63.6%	Fluctuating	Lower	less than 37.5%	60.6%
<b>Placement Stability (C4)</b>					<b>Placement Stability Composite: 90.2</b>			<b>94.4</b>
C4.1 Placement Stability (8 Days To 12 Months In)	7/01/08-6/30/09	629/769	82.5%	81.8%	Increasing	Higher	greater than 86.0%	83.0%
C4.2 Placement Stability (12 To 24 Months In Care)	7/01/08-6/30/09	550/864	54.9%	63.7%	Increasing	Higher	greater than 65.4%	62.5%
C4.3 Placement Stability (At Least 24 Months In)	7/01/08-6/30/09	334/1,427	19.6%	23.4%	Fluctuating	Higher	greater than 41.8%	33.4%
RESOURCE INFORMATION and COLUMN DEFINITIONS								
<p>The information for this data sheet comes from the State published Fresno County Data Report of the time period identified in the title</p> <p>State published Fresno County Data Reports are available on line at: <a href="http://www.childsworld.ca.gov/PG1369.htm">http://www.childsworld.ca.gov/PG1369.htm</a></p> <p>A composite score is a child welfare supervised estimate used in the CFSR2. Federally specified weights, means, standard deviations, and formulas are used. The statewide composite estimate is weighted by the number of children served in each county.</p> <p><b>Data Extract:</b> The Year and Quarter of the time frame which pertains to the current data. A period of time between the report date and the extract date is needed to allow for data input at the local level and statistical compilation and validation at U.C. Berkeley</p> <p><b>Time Frame:</b> Measures will have one of the following time frames; Calendar Year, 12 Month Period, Point-In-Time, Quarter (three months), Month</p> <p><b>Measure Description:</b> The brief title for the data measure under consideration, further detail is available at <a href="http://cssr.berkeley.edu/CWSCMSReports/">http://cssr.berkeley.edu/CWSCMSReports/</a></p> <p><b>Number:</b> The actual numbers for each outcome measure that lead to the stated rates the identified current period.</p> <p><b>Previous Years Rate:</b> Data that is from an identical time frame 12 months prior to the data on the identified quarterly report</p> <p><b>Current Rate:</b> Data that is from the Quarterly State Report issued on the month identified in the title of this page</p> <p><b>Current Trend:</b> The relationship of the data from at least the last three identical time frames</p> <p><b>Directional Goal:</b> Identifies which direction indicates a better experience for children on each measure</p> <p><b>Goal or National Standard:</b> Some measures are associated with a National Standard by which the Federal Government reviews the progress of California as a whole or for others, California has set it's own numeric goal</p> <p>For questions regarding this information or other items related to data evaluation please contact:</p> <p><b>David Plassman,</b> Outcomes and Accountability SWS for the Fresno County Department of Social Services at <a href="mailto:dplassman@co.fresno.ca.us">dplassman@co.fresno.ca.us</a></p>								

## California Child Welfare Services Outcomes and Accountability Fresno County Data Report January 2010

CHILD & FAMILY WELL-BEING OUTCOMES								
Measure Description	Time Frame	Number	Previous Year's Rate	Current Rate	Current Trend	Directional Goal	Goal or Nat. Standard	State Performance
<b>Siblings Placed Together in Foster Care (4A)</b>								
4A. Percent of children in foster care that are placed with ALL siblings	July 1, 2009	907/1,797	48.4%	50.5%	Increasing	Higher		52.6%
4A. Percent of children in foster care that are placed with SOME or ALL siblings	July 1, 2009	1,298/1,797	72.8%	72.2%	Stable	Higher		72.4%
<b>Foster Care Placement in Least Restrictive Settings (4B)</b>								
<b>Initial Placement (Entry Cohort)</b>								
4B. Relative	7/01/08-6/30/09	94/720	8.6%	13.1%	Increasing	Higher		18.9%
4B. Foster Home	7/01/08-6/30/09	135/720	19.4%	18.8%	Decreasing	Higher		19.7%
4B. FFA	7/01/08-6/30/09	298/720	43.7%	41.4%	Fluctuating	Lower		44.7%
4B. Group/Shelter	7/01/08-6/30/09	165/720	24.7%	22.9%	Decreasing	Lower		13.2%
4B. Other (Pre-Adopt, Guard, AWOL, Trial Visit, Other)	7/01/08-6/30/09	28/720	3.7%	3.9%	Increasing	n/a		3.5%
<b>Point in Time Placement (All Placements)</b>								
4B. Relative	July 1, 2009	585/2,467	23.8%	23.7%	Increasing	Higher		33.1%
4B. Foster Home	July 1, 2009	194/2,467	10.1%	7.9%	Decreasing	Higher		9.5%
4B. FFA	July 1, 2009	970/2,467	38.2%	39.3%	Increasing	Lower		28.6%
4B. Group/Shelter	July 1, 2009	110/2,467	4.7%	4.5%	Decreasing	Lower		6.9%
4B. Other (Pre-Adopt, Guard, AWOL, Trial Visit, Other)	July 1, 2009	608/2,467	23.2%	24.6%	Increasing	n/a		21.9%
<b>Rate of ICWA Placement Preferences (4E)</b>								
4E (1) This measure reflects the percent of Indian Child Welfare Act eligible children placed in foster care settings as identified with ICWA eligibility ("y").								
4E. Relative Home	July 1, 2009	19/67	48.8%	28.4%	Decreasing	Higher		38.0%
4E. Non-Relative Indian Family	July 1, 2009	2/67	0.0%	3.0%	Increasing	Higher		1.8%
4E. Non-Relative Non-Indian Family	July 1, 2009	42/67	46.3%	62.7%	Increasing	Lower		28.8%
4E. Non-Relative Ethnicity SCP Missing	July 1, 2009	3/67	2.5%	4.5%	Fluctuating	Lower		23.8%
4E. Group Home	July 1, 2009	1/67	2.5%	1.5%	Fluctuating	Lower		7.7%
4E. Other	July 1, 2009	0/97	0.0%	0.0%	Stable	Lower		0.0%
4E (2) This measure reflects the percent of Indian Child Welfare Act eligible children as identified with primary or mixed (multi) ethnicity of American Indian placed in foster care settings.								
4E. Relative Home	July 1, 2009	104/336	34.3%	31.0%	Fluctuating	Higher		31.7%
4E. Non-Relative Indian Family	July 1, 2009	2/336	0.7%	0.6%	Fluctuating	Higher		2.0%
4E. Non-Relative Non-Indian Family	July 1, 2009	182/336	54.9%	54.2%	Stable	Lower		35.0%
4E. Non-Relative Ethnicity SCP Missing	July 1, 2009	3/336	0.9%	0.9%	Stable	Lower		19.7%
4E. Group Home	July 1, 2009	9/336	2.3%	2.7%	Fluctuating	Lower		7.3%
4E. Other	July 1, 2009	36/336	6.9%	10.7%	Increasing	Lower		4.2%
<b>Rate of Timely Health or Dental Exams (5B)</b>								
Rate of Timely Health Exams (5B) (1)	Q2 2009	1,648/1,953	n/a	84.4%	n/a	Lower		87.1%
Rate of Timely Dental Exams (5B) (2)	Q2 2009	646/1,611	n/a	40.1%	n/a	Lower		62.5%
<b>Authorized for Psychotropic Medication (5F)</b>								
Authorized for Psychotropic Medication (5F)	Q2 2009	366/2,566	12.5%	14.3%	Increasing	Lower?		13.0%
<b>Individualized Education Plan (6B)</b>								
Individualized Education Plan (6B)	Q2 2009	123/2,218	n/a	5.5%	n/a	Lower		7.1%
<b>Children Transitioning to Self-Sufficient Adulthood (8A)</b>								
Number of Children Transitioning to Self-Sufficient Adulthood with:								
8A. Completed High School or Equivalency	4/01/09-6/30/09	1/10		10.0%	n/a	Higher		61.6%
8A. Obtained Employment	10/01/06-9/30/07	5/10		50.0%	n/a	Higher		39.2%
8A. Have Housing Arrangements	10/01/06-9/30/07	6/10		60.0%	n/a	Higher		92.9%
8A. Received ILP Services	10/01/06-9/30/07	4/10		40.0%	n/a	Higher		89.8%
8A. Permanency Connection with an Adult	10/01/06-9/30/07	8/10		80.0%	n/a	Higher		92.9%



As it was with the County Self Assessment (CSA), this round of the System Improvement Plan (SIP) combines with a process for the planning and allocation of the CAPIT/CBCAP/PSSF funding. The CSA allowed for the **integration** of the CAPIT/CBCAP/PSSF assessment process. Due to requirements relating to things such as plan structure it is **combined** with the "traditional" SIP structure utilizing a "Part One" "Part Two" structure for this document.

In planning for the two parts of the SIP there were two groups who were solicited for input. The CWS/Probation section had as the primary source of planning Administration, Child Welfare Managers and Supervisors and the Probation Placement Manager. Child Welfare is in a continuous state of evaluation and improvement planning in many areas. As the focus areas were identified in the PQCR and CSA, planning was already underway to strategize for improvement. The SIP was therefore developed by detailing, organizing and as appropriate, adding to those new directions.

The CAPIT/CBCAP/PSSF section enlisted the input of a group of stakeholders including community child abuse prevention providers, the County's Child Abuse Prevention Council (Fresno Council on Child Abuse Prevention) and the Interagency Council on Children and Families (ICCF)

The PQCR and CSA process made clear that the focus areas for improvement in the CWS/Probation "Part One" section of the SIP would be **Timely Reunification, Permanence and Eliminating Racial Disparities and Disproportionality**.

The CSA and current data show areas where CAPIT/CBCAP/PSSF resources can be supportive but did not rise to the level of being include as a "Part One" strategy and as such will be identified in "Part Two"

For the CSA the data set used was the Q4 2008 extract. As the SIP is being developed the Q2 2009 extract is now available and can additionally inform the assessment of progress on those outcomes. For a look at the outcomes in charts in a PDF format with a longitudinal perspective one may go to the Self Evaluation Teams web pages @ <http://www.co.fresno.ca.us/SelfEvalCharts> and select charts for any available quarter extract.

Data is organized by four dynamics, Participation, Safety, Permanence and Well-Being

In considering the data story of **Participation** the first thing that should be noted is that the number and rate of referrals increased significantly in 2007 and 2008 which would in part be from the public attention on child abuse that is associated with media reports related to some tragic outcomes for children. Interestingly the number and rate of substantiated allegations did not rise as significantly and in fact receded in 2008. This would indicate that the increased reporting was not necessarily about substantiable abuse but about an increased sensitivity to situations where there could be abuse. This was noted in page 18 in the County Self Assessment:

*This would suggest that the situations reported that increased the referral numbers were such that while understood by the reporting parties to have created concern about the welfare of the children did not as frequently constitute a circumstance where that concern could be substantiated as attributable to abuse or neglect by the parent(s).*

*This is not to insinuate that the increase in reporting was inappropriate as mandated reporting requires only a “reasonable suspicion” and it is the task of the investigating social worker to fully explore and determine the status of an allegation. Increased reporting does however create an increased workload and given the current fiscal crisis additional resources are typically unavailable.*

*At times persons who contact CPS are reporting for the purpose of seeing families helped. Increased structures and awareness in the community might provide a reasonable alternative resource to contact to solicit assistance for a family. The utilization of CAPIT/CBCAP/PSSF funding could be used to support and build on those resources.*

This is borne out further in the chart (in the Q2 2009 extract at the previously mentioned link) (page 8) that Children with substantiated referrals as a percentage of children with allegations each year in Fresno County that shows a significant downward trend.

Conversely it appears that in 2007 and 2008 a child whose allegation was substantiated was more likely to be taken into foster care and detained. The number and rate of entries into foster care (pages 11 and 12) increased significantly as the rate of children returned after initial placement (page 13) dropped precipitously. This is also reflected in the rate of entry as a percentage of children with a substantiated referral (Page 14), which would suggest that a more cautious approach is being taken in efforts to provide safety in the home, at the level of an emergency TDM.

In reviewing the dynamics related to the youth who entered foster care but stayed 7 days or less, especially as it relates to location volume, the following was noted in the CSA on page 20:

*As an alternative for information identifying the geographic impact of activity at this point in the process the subsequent pages provide information gathered by intake staff regarding children who had a TDM meeting on their behalf and those who ended up staying in care with a petition filed in Juvenile Court. These charts indicate that children in the southeast and southwest zip codes of the city of Fresno are the most frequent to participate in a TDM and have a petition filed on their behalf. The aforementioned participation of community representatives from the Metro Collaboratives is crucial. The utilization of CAPIT/CBCAP/PSSF funding could be used to support the continuation and expansion of this resource*

*Rural communities in the west and southeast and in the foothill/mountain areas of the northeast have fewer youth who have a TDM on their behalf but the role of the*

*community representatives from Collaboratives gains importance because of the challenges in accessing services in rural communities*

It is here where efforts that support prevention come into play. Prevention dollars will be targeted for entities that will work with the department in supporting families in creating structures and supports that will address safety concerns while allowing the children to remain in the family home.

In consideration of the high volume of referrals in certain areas on page 15 in the CSA it was stated that:

*"in absolute numbers the southeast and southwest zip codes of the city of Fresno generate the most children with referrals. The resources of the Metro Collaboratives and some of the Neighborhood Resource Centers are strategically placed and the enhancement of their services and engagement with children and families is imperative. Their current work is detailed in the Service Array section of this County Self Assessment. The utilization of CAPIT/CBCAP/PSSF funding could be used to support this work.*

*Rural communities in the west and southeast have smaller individual numbers but considered as a region the numbers become more significant. Access to services in rural areas can be a challenge so the work of those Collaboratives and NRCs has importance as well.*

*Numbers in the foothill/mountain areas of the northeast are smaller but accessibility is an issue at its peak here thus the benefit of the work of the Collaborative."*

As to the dynamics that precipitate abuse or neglect the roles of poverty and substance abuse were noted in the CSA:

On page 7 it is stated that *the rate of CalWorks assistance provided by ZIP Code will be seen as similar to the rates of involvement with the child welfare system. While poverty is not abuse or neglect, socioeconomic deprivations do at a minimum foster conditions that could degrade an environment that leads to abuse or neglect or reduce the resources of a family to mitigate abuse or neglect problems. The utilization of CAPIT/CBCAP/PSSF funding could be used in these areas to support families in the prevention or mitigation of abuse or neglect.*

And regarding substance abuse on page 12 that *the contribution of substance abuse to the situations of abuse and neglect that are uncovered is pervasive and significant. When it is not uncovered the lives of children are still negatively impacted. The utilization of CAPIT/CBCAP/PSSF funding could be used in support of parent's accessing substance abuse services to address the substance abuse problem before it becomes an insurmountable child abuse or neglect problem.*

In regards to the **Safety** outcomes Fresno's data indicate that, while improvement is always desired and innovative strategizing is a part of our best practice, it does not indicate a need for inclusion in the current SIP. Those outcomes include:

2B Timely Response Immediate is on a six-quarter upward trend and in the most recent quarter was less than a point (9 referrals out of 991) short of 100%.

2B Timely Response Ten Day is on a three-quarter upward trend and in the most recent quarter was 93.9%, which is 72 referrals (out of 1,182) short of 100%.

2C Timely Social Worker Visits With Child is on an upward trend since September of 2007 and in the most recent four months has been above 90% and in the most recent month was 91.2%.

S1.1 No Recurrence of Maltreatment is on an upward trend over the last five years and is only a few points short of the goal.

While not a part of the Part One CWS/Probation SIP the CSA on page 53 identified how prevention support can assist in keeping this number at appropriate levels while implementing interventions that leave children in the home:

*The decision that a child's safety can be achieved without out of home intervention leaves the possibility that through developing circumstances the breakdown of a safety plan could occur leading to a subsequent substantiated allegation. At times the subsequent allegation may be altogether different in character and dynamics from the original allegation. The data show that in Fresno the incidence of No Recurrence of Maltreatment is appropriately on the increase. But as was analyzed previously the removal rates for 2007 and 2008 increased so that in part the increase in No Recurrence could be attributed to the increased aversion to risk that was a result of the cautious approach that developed in those years. The goal provided with the quarterly state data reports is 94.6%. While the current Fresno rate is almost at that level it is desirable to see that level achieved not by keeping children out of their family homes but by effective interventions within their communities that allow the children to find safety in the family home. The work of the community representatives in TDMs and the development and utilization of community resources are two essential ingredients to such success. The utilization of CAPIT/CBCAP/PSSF funding could be used to support this.*

S1.2 No Maltreatment in Foster Care is on an upward trend over the last four years (dipping slightly in the most recent year) and is less than ½ a point short of the goal.

The four composite data indicators developed by the Administration for Children and Families (ACF) for the Federal Child and Family Services Reviews consider a broader view of outcomes relevant to each domain and then "weights" them and sets a

performance goal or standard. The weights of each element of the four domains are as follows:

Composite 1: Timeliness of Reunification

Individual Measure C1.1: 22%

Individual Measure C1.2: 21%

Individual Measure C1.3: 12%

Individual Measure C1.4: 46%

Composite 2: Timeliness of Adoption

Individual Measure C2.1: 15%

Individual Measure C2.2: 19%

Individual Measure C2.3: 22%

Individual Measure C2.4: 18%

Individual Measure C2.5: 26%

Composite 3: Achieving Permanency

Individual Measure C3.1: 33%

Individual Measure C3.2: 25%

Individual Measure C3.3: 42%

Composite 4: Placement Stability

Individual Measure C4.1: 33%

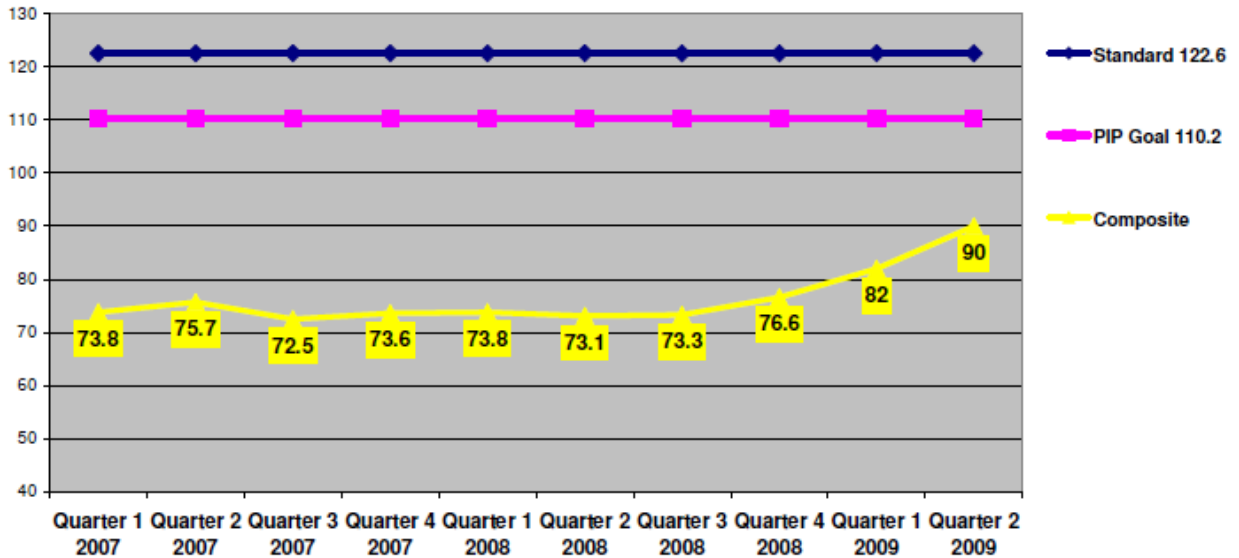
Individual Measure C4.2: 34%

Individual Measure C4.3: 33%

Fresno's data around **Timely Reunification (C1)** indicate that this must be a major focus of the System Improvement Plan. The following chart illustrates that there has been some progress overall in the composite but a closer look reveals that is in large part due to the strength and improvement in the C1.4 Reentry Following Reunification data which accounts for 46% of the composite. In the other three factors while there is progress there is a significant amount of room for improvement.

As the chart illustrates, in 2007 and most of 2008 the composite score was flat but in the last quarter of 2008 and in the first two quarters of 2009 an upward trend that needs to continue has begun. The Q2 2009 number is 90 and the PIP goal is 110.2 and the standard is 122.6

### C1 Composite: Timely Reunification (Pip Goal: 110.2 Standard: 122.6 )



The composite data indicators developed by the Administration for Children and Families (ACF) for the Federal Child and Family Services Reviews consider a broader view of outcomes relevant to each domain and then "weights" them and sets a performance goal or standard. The weight of each element of this domain is: C1.1: 22%, C1.2: 21%, C1.3: 12% & C1.4: 46% - Q2 2009 data extract

C1.1 Reunification Within 12 Months (Goal: Greater than or equal to 75.2%) had been steady around 31% for four years and in the last twelve-month period risen to more than 35%, which is less than half of the goal. The SIP strategies for reunification must significantly impact these numbers (remembering however that in Fresno a lot of "reunification" happens at the front end and those families do not proceed to court involved reunification services.) Also as an exit cohort the positive event of a reunification of a youth who has been in PPLA would factor against the data improvement.

C1.2 Median Time To Reunification (Goal: Less than or equal to 5.4 months) had been steady around 15 to 16 months for four years and in the last twelve-month period dropped to 13.8 months, which is two and one half times the goal. As the SIP strategies for reunification increase the number of reunifications in less than 12 months the median time will shorten as well but is unlikely to ever reach the goal as the families who can reunify in less than six months typically never enter the system

C1.3 Reunification Within 12 Months (Goal: Greater than or equal to 48.4%) has been steady been steady at 15% to 19% for the last four years, which is about one third of the goal. This is the outcome most likely to allow for the SIP strategies to show success because it is an entry cohort.

C1.4 Reentry Following Reunification (Goal: Less than or equal to 9.9%) has been below that goal for the last five years and in the last twelve-month period the rate was only 5.5%. Lower reentry numbers typically indicate that reunification decisions and post case support systems are appropriate. Extremely low reentry rates might indicate that the tolerance for the risk of reentry is too great, that is to say that many children who could reunify are not because of a concern about a small number who might reenter care. Higher numbers and rates of reunification can be expected to push reentry numbers up slightly but large increases will indicate that achieving data success in reunification has either been done without enough in place to insure continued safety or that the tolerance for risk has become too great.

The chart below demonstrates the difference in reentry between the youth who are returned in 7 days or less (no court intervention or FR services) and those who return after 8 days or more in care (Court intervention and FR services.)

**C1.4 Reentry Following Reunification (Exit Cohort)**  
(Goal: less than or equal to 9.9%)



For the last five twelve-month periods the reentry rate for youth in care 8 days or more has stayed well below the 9.9% goal; and often was below 6%. In those same five time periods the reentry rate for youth in care 7 days or less has been somewhat higher (except in the most recent period) at times being above 10%. The reaction to higher numbers of reentry could be to become very hesitant to reunify in general. This however often means that youth who could have reunified and done well suffer the unintended consequences of being "more protective." A better response is to increase the quality of assessments and

of the supportive environment that the family experiences outside of the child welfare system.

On page 63 of the CSA it was stated that "the support of the community, especially in connection with community representatives or cultural brokers is the key component for families to continue with healthy functioning after they detach from any formal connections to DCFS and/or the court. Resources as they currently exist have been helpful but the strengthening and coordination of them is key to continuing to progress and move forward with the prevention of reentry. The utilization of CAPIT/CBCAP/PSSF funding could be used to reinforce these supports that prevent new instances of abuse and neglect."

Utilizing the composite planner some potential numerical differences were explored. In the most recent twelve-month period the composite indicator was 90 because:

- For C1.1 there were 134 children who reunified in less than 12 months out of the exit cohort of 377 that reunified (35.5%)
- For C1.2 the median time for reunification of those 337 children was 13.8 months.
- For C1.3 there were 56 children who reunified during the period out of an entry cohort of 336. (16.7%)
- For C1.4 there were 34 (5.5%) children who reentered care out of the 614 who reunified during the period (this includes was reunifying those in care 7 days or less)

In exploring improvement numbers in each area to arrive at the composite score standard of 122.6, using the same denominators (the "out of number") the numbers would need to change as follows:

- For C1.1 the 134 children who reunified would need to increase to 250 (66.3%)
- For C1.2 the median time for reunification would need to reduce from 13.8 months to 10.0 months
- For C1.3 the 56 children who reunified would need to increase to 170 (50.6%)
- For C1.4 the 34 children who reentered care would need to increase to no more than 51 (8.3%) As unattractive as it sounds it is reasonable to expect some increase in reentry if reunification increases.

This amount of growth is unlikely to be achieved in the current economic environment, which has a dragging effect due to its impact on both the needs of families and the resources available within the department, and in the community.

A more achievable target (5% growth) is revealed using the composite planner to achieve a composite score of 95 (the PIP Goal is 110.2):

- For C1.1 the 134 children who reunified would need to increase to 154 (40.8%)
- For C1.2 the median time for reunification would need to reduce from 13.8 months to 13.0 months



- For C1.3 the 56 children who reunified would need to increase to 76 (22.6%)
- For C1.4 the 34 children who reentered care would need to increase to no more than 40 (6.5%)

This goal would appear to be reachable but as before it is understood that this is not a contractual promise and that it would be wrong to automatically determine that anything short of this goal is to be considered as failure. At anytime other factors could intervene including the "counter-balance impacts" that improvements in other outcomes could have on this outcome. Again improvement is a long journey and not a sprint, success is the direction of continually moving forward even when on occasion it is one step back then two steps forward

The data for the **C2 composite: Length of Time to Exit Foster Care to Adoption** show a recent increase to 89.5 which is 90% of the PIP goal of 99.2 and 84% of the 106.4 standard. While this area is not chosen as a part of the SIP per se, some of the work in Reunification will have a positive impact here as well. Stronger reunification work also makes it clear earlier when reunification is not likely to be successful and strategies within reunification that support true concurrent plans will support timelier reunification.

C2.1 Adoption Within 24 Months (Goal: Greater than or equal to 36.6%) In the most recent twelve-month period this rate was 36.0%.

C2.2 Median Time To Adoption (Goal: Less than or equal to 27.3 months) In the most recent twelve-month period this median time was 31.5 months.

C2.3 Adoption Within 12 Months 17 Months in Care (Goal: Greater than or equal to 22.7%) In the most recent twelve-month period this rate was 10.9%.

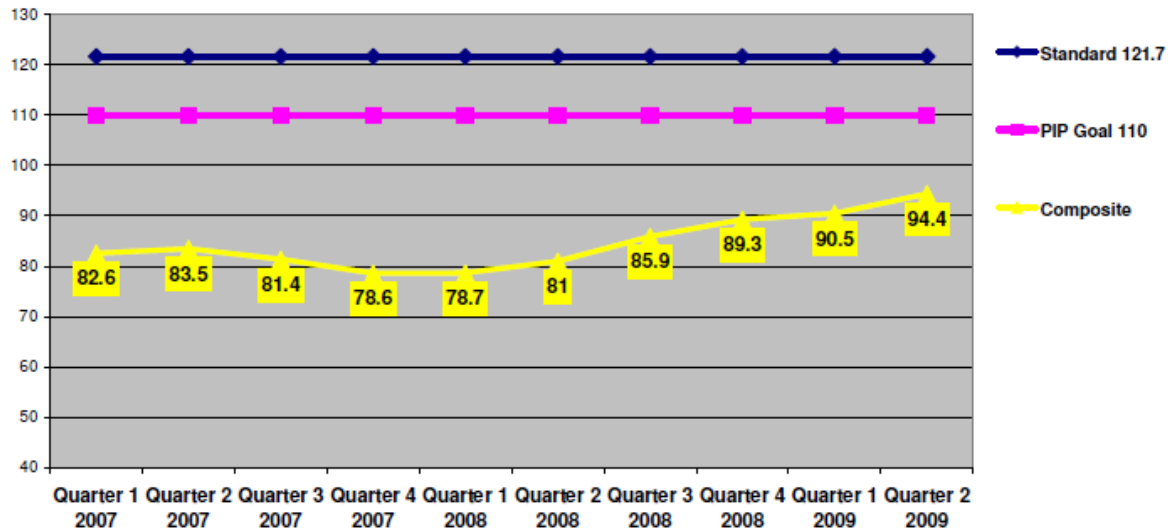
C2.4 Legally Free Within 6 Months 17 Months in Care (Goal: Greater than or equal to 10.9%) In the most recent twelve-month period this rate was 4.7%.

C2.5 Adoption Within 12 Months Legally Free (Goal: Greater than or equal to 53.7%) In the most recent twelve-month period this rate was 54.3%.

The data for the **C3 composite: Length of Permanency** shows a six-quarter trend increase to 94.4, which is 85.8% of the PIP goal of 110 and 77.6% of the 121.7, standard. While this composite is going in the proper direction it is still identified as an area for the SIP in part because in the PQCR we learned of the challenges youth experience when they are exiting the system through emancipation and it is clear that finding permanence more frequently will spare many the plights of exits to "self care"

The following chart illustrates the aforementioned positive trend in the composite score. It is important to note that this composite is driven mostly by C3.1 (33%) and C3.3 (42%.) Also to be noted is that when the goal of C3.2 is close to being met the number of children who have a negative outcome will be less than ten.

### C3 Composite: Permanency (Pip Goal: 110 Standard: 121.7 )



The composite data indicators developed by the Administration for Children and Families (ACF) for the Federal Child and Family Services Reviews consider a broader view of outcomes relevant to each domain and then "weights" them and sets a performance goal or standard. The weight of each element of this domain is: C3.1: 33%, C3.2: 25%, C3.3: 42%—Q2 2009 data extract

C3.1 Exits to Permanency 24 Months in Care (Goal: Greater than or equal to 29.1%) was at its highest when many youth exited in a Kin Gap campaign but now that the cadre that had been in placement for some time have received that Kin Gap exits are generally only those who are newer into the system. Increases in the last three years have brought the rate to 16.6%, which is only half of the goal. The SIP strategies for permanency must significantly impact these numbers by ensuring that regularly those who have been in care for some time are reassessed for permanency options and that efforts are made to develop options beyond what are currently evident.

C3.2 Exits to Permanency Legally Free at Exit (Goal: Greater than or equal to 98%) has either been above the goal or close to it. Essentially the youth who do not meet this goal are those for whom an adoption was in process and they were legally freed but then the adoption fell through and a subsequent adoption or other permanency never occurred before turning 18. In the last four years that number has been between 3 and 9 youth. Efforts for the permanency of youth who are legally free needs to be a part of any permanency effort but this data set will not be a part of any specific SIP strategy.

C1.3 In Care Three Years or Longer Emancipated or Age 18 In Care (Goal: Less than or equal to 37.5%) has been steady been steady at 72% to 75% for the three years and in the last year dropped to 63.6%, which is about fifty percent higher than the goal. As the SIP

strategies find permanency options for youth before they emancipate this rate will appropriately continue to decrease.

Utilizing the composite planner some potential numerical differences were explored. In the most recent twelve-month period the composite indicator was 94.4 because:

- For C3.1 there were 179 children who exited to permanency in the twelve-month period out of the cohort of 1,080 youth who were in care for more than 24 months at the beginning of the period. (16.6%)
- For C3.2 175 youth exited to permanency out of the cohort of 181 legally free youth who exited care in the twelve-month period. The remaining 6 youth turned 18 in the period. (96.7%)
- For C3.3 there were 105 youth who either emancipated or turned 18 while in care during the twelve-month period and had been in care for more than 3 years out of the total of 165 youth who either emancipated or turned 18 while in care during the twelve-month period. (63.6%)

In exploring improvement numbers in each area to arrive at the composite score standard of 121.7, using the same denominators (the “out of number”) the numbers would need to change as follows:

- For C3.1 the 179 children who exited to permanency would need to increase to 231. (21.4%)
- For C3.2 the 175 youth exited to permanency out of the cohort of 181 legally free youth is unlikely to change much due to the small number involved so for this exercise it will remain constant. (96.7%)
- For C3.3 the 105 youth who either emancipated or turned 18 while in care would need to decrease to 60 (36.4%) As unattractive as it sounds it is reasonable to expect some increase in reentry if reunification increases.

This amount of growth is unlikely to be achieved in the current economic environment, which has a dragging effect due to its impact on both the needs of families and the resources available within the department, and in the community.

A more achievable target (5.8% growth) is revealed using the composite planner to achieve a composite score of 99.9 (the PIP Goal is 110):

- For C3.1 the 179 children who exited to permanency would need to increase to 195. (18.1%)
- For C3.2 the 175 youth exited to permanency out of the cohort of 181 legally free youth is unlikely to change much due to the small number involved so for this exercise it will remain constant. (96.7%)
- For C3.3 the 105 youth who either emancipated or turned 18 while in care would need to decrease to 97. (58.8%)

This goal would appear to be reachable but as before it is understood that this is not a contractual promise and that it would be wrong to automatically determine that anything short of this goal is to be considered as failure. At anytime other factors could intervene including the "counter-balance impacts" that improvements in other outcomes could have on this outcome. Again improvement is a long journey and not a sprint, success is the direction of continually moving forward even when on occasion it is one step back then two steps forward

The data for the **C4 composite: Placement Stability** shows a gradual yet generally consistent increase over the last eight quarters to 90.2 which is 94.6% of the PIP goal of 95.3 and 88.9% of the 101.5 standard. This area is not chosen as a part of the SIP because great progress has been made in providing stability for youth in their first or second year in care. The third data measure is for all other youth in care and since once a youth has had a third placement there is no manner to rehabilitate their data status the numbers in the third set will only improve as the youth designated as "unstable" leave care and are replaced by "stable" youth. Of course with effective reunification and permanency efforts fewer youth will continue in care past two years. C4.3 counts as 33% of the composite and with that in mind the present progress should be understood as even more impressive than it appears.

C4.1 Placement Stability-8 Days to 12 Months In Care (Goal: Greater than or equal to 86%) In the most recent twelve-month period this rate was 81.8%.

C4.2 Placement Stability-12 to 24 Months In Care (Goal: Greater than or equal to 65.4%) In the most recent twelve-month period this rate was 63.7%.

C4.3 Placement Stability-At Least 24 Months In Care (Goal: Greater than or equal to 41.8%) In the most recent twelve-month period this rate was 23.4%.

Reviews of the **Well-Being** outcome indicators indicate either good standing or steady progress which supports the decision that they do not need to be included in the SIP.

(4A) Siblings Placed Together in Foster Care.

Placement with some siblings reached a plateau at about 72% and placement with all siblings continues to climb and has broken through the 50% line.

(4B) Foster Care Placement in Least Restrictive Settings

Initial Placement (Entry Cohort)

It is a major accomplishment that initial placements with relatives, which has historically been quite low, has in the last 3 12-month periods been moving up rapidly. This last period it is at an impressive rate of 13.1%.

Point in Time Placement (All Placements)

Work in PPLA and SB163 has brought the placement rate in Group Homes from 6.5% on July 1, 2006 to 4.5% on July 1, 2009. Placement with relatives has climbed steadily in the last five years and on July 1, 2009 was at 23.7%

#### (4E) Rate of ICWA Placement Preferences

There must always be improvement in working with Native American children in following the Indian Child Welfare Act (ICWA) as it pertains to tribal membership identification, notification to tribes and placement priorities and other considerations such as customary adoption. This however will not be featured in this SIP directly although it will be noted in the Eliminating Racial Disparity and Disproportionality section. Fresno, in its effort to do the proper thing appears to have over identified the secondary ethnicity of youth a Native American. In Fresno it is indicated on July 1, 2009 that there are 336 youth in placement identified as having Native American (22) or mixed (314) ethnicity. This is evident as this is significantly more than any other county include Los Angeles which records only 208 with that designation out of their 18,482 youth in placement. Fresno has begun to correct some of these records, as the current number is an improvement from the 426 who were designated less than a year earlier on October 1, 2008.

#### (5B) Rate of Timely Health or Dental Exams

These are relatively new outcome measures and there are only three Quarters of data for review and the numbers have been relatively constant. One obvious step that needs to be taken is to develop a better method for data input for dental exams. Medical exams are input by Foster Care Nurses using information from the CHDP reporting process. There is not a similar mechanism for Dental exams, which accounts for the significantly lower compliance rate.

#### (5F) Authorized for Psychotropic Medication

This is another new outcome with five quarters worth of data which show that about 14% of youth in open placement episodes have court authorization for treatment with psychotropic medications. There is no indication at this point what an appropriate percentage might be and so far the rate is stable. Significant fluctuations in either direction might indicate the need for inquiry and understanding.

#### (6B) Individualized Education Plan

This new outcome has two Quarters of data. There is a significant system flaw which is being corrected at the system level in that when a school year is ended the IEP closes when in reality IEP status endures from grade to grade.

#### (8A) Children Transitioning to Self-Sufficient Adulthood

This data set changed with the Q2 2009 data extract and provides three Quarters worth of data. The data at this time comes from ETO reports, which appear to be under recording activity. The denominator in the equation is all youth who exit via emancipation during the quarter that have ETO data recorded. In Fresno this would be about 40 youth but in this data set so far the number has not been larger than 10. Steps are being taken to better understand and implement proper data input practices.

**Eliminating Racial Disparities and Disproportionality** is not one outcome but it is an examination of the experience of different ethnic groups in each and every outcome to determine if and when a particular group has outcomes that are less favorable than other groups and/or everyone as a whole.

The beginning of this examination is typically achieved by looking at the experience at the major decisions points. The following chart identifies the participation of various ethnicities by looking at their representation in Population, Referrals, Substantiations, Entry Into Care, and In Care (point in time.)

When the data for 2002 was first reviewed in 2003 it was clear that Black children had outcomes that were not favorable in comparison the other groups. While Black children represented 5.69% of the population they represented 12.8% of the children with referrals, more than double their population representation. Referrals come from the community and DCFS has minimal impact regarding the mindset of those who make reports. That being the case a system that exhibits a sensitivity to bias or inequity would then see the representation in substantiations, where the agency could begin to mitigate the inequity, be lower than the representation in referrals. Unfortunately in 2002 this was not the case; in fact the representation rose to 14.37%. Continuing the undesirable trend, entries into care were even higher with a 16.34% representation. In Care rates are the highest (22.89%) because as a “point in time” data set it would carry the inequities in entry for all previous years.

Analysis of a number of other outcomes including exits and placements have occurred and confirmed that the concern spans the whole child welfare experience. That data is available on the Self Evaluation Team Disproportionality web page @ <http://www.co.fresno.ca.us/SelfEvalDisp>

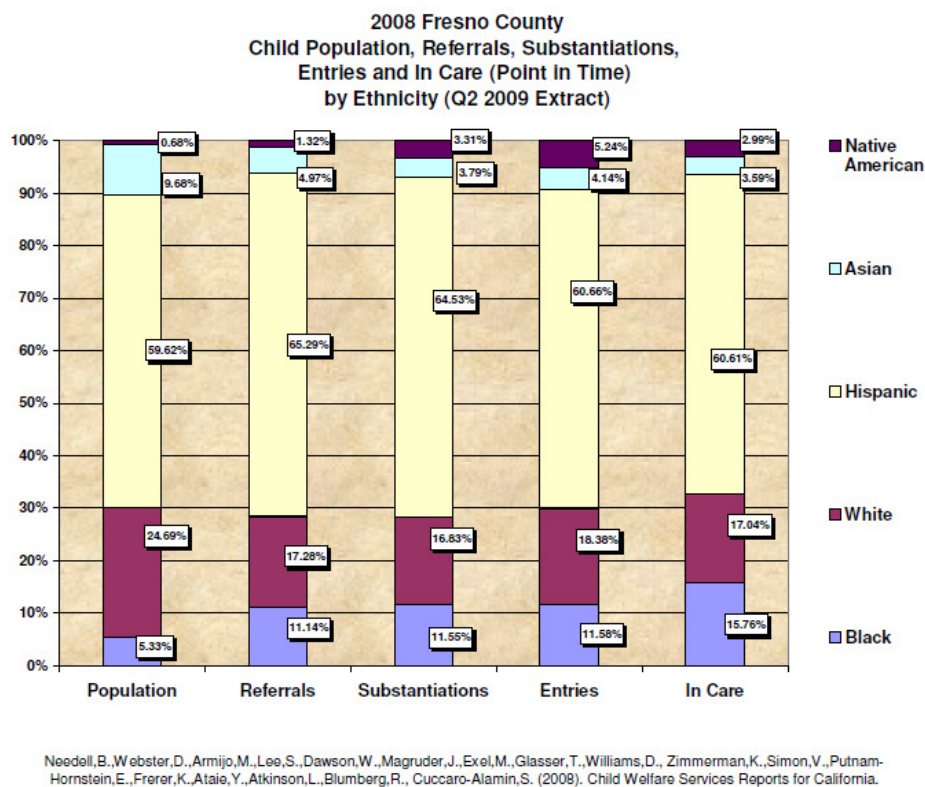
Fresno County is fully committed to addressing these concerns and has taken a number of active steps to date to begin addressing the issue.

Fresno has an active Eliminating Racial Disparities and Disproportionality Team as an additional family to Family strategy. That group has brought forth a number of areas that caused concern and impacted changes in process. The procedure for routine drug testing before a TDM (often without specific indications that substance abuse was an issue) was eliminated. The work of the Cultural Brokers was birthed at the confluence of TDM Community Reps, the ERDD group and the West Metro Collaborative. Fresno has hosted agencies from throughout the state and the country as an ERDD "Anchor Site." Administrators, Managers, Supervisors, line staff, judges, attorneys and many others from the community have participated in "sessions of "undoing racism." Many of the concepts from that training were provided to most line staff in what was called "Foot" training as it described how the "Foot" of the many systems worked against families trying to improve their plight in society. Other ideas are in development and will be a part of this SIP.

In the CSA the use of CAPIT/CBCAP/PSSF funding to support ERDD interventions were noted on page 29:

*The work that addresses institutional and personal bias that contributes to these inequities must continue. As mechanisms such as TDMs and the involvement of the community representatives and the role of cultural brokers must be sustained and supported for growth. As understanding builds new ideas need to be tested and when successful, fully implemented. The utilization of CAPIT/CBCAP/PSSF funding could be used to support this growth.*

The following chart illustrates that in 2008 the need for improvement in ERDD continues.



While Black children represented 5.33% of the population they represented 11.4% of the children with referrals, more than double their population representation. Representation in substantiations was slightly higher at 11.55%. Continuing the undesirable trend, entries into care were slightly higher again with an 11.58% representation. In Care rates are the highest (15.76%) because as a “point in time” data set it would carry the inequities in entry for all previous years. The need for further SIP strategies is clear.

There has been some correction for the over identification of Native American ethnicity which has by the nature of representation changed the historical numbers for all groups somewhat. As that correction continues the numbers will be recalculated and reported.

Even with that correction there are likely some disproportionality issues for Native Americans that combine with ICWA compliance issues that indicate a need for a part of the ERDD SIP strategy to include Native Americans.

### **Research Evidence Based Practice**

In researching issues and practices that support reunification The Northern California Training Academy out of UC Davis published "Factors, Characteristics, and Promising Practices Related to Reunification and Re-entry: A Literature review for the Peer Quality Case Review Process."

<http://humanservices.ucdavis.edu/Academy/pdf/FINAL2Lit%20Review%20Participatory%20Planning.pdf>

It is indicated that family engagement is argued to be a central strategy for improvement in reunification. Related to that is the intentional building of a "caseworker-client alliance." Also noted were the use of Team Decision Making and supporting effective visitation. These perspectives and strategies will be seen in the elements of this SIP especially as it is structured around the framework of Permanency Team Meetings.

The report also documents a number of best practices which include the Nurturing Parenting Program and Multi-Dimensional Treatment Foster Care both of which are currently available in the Fresno County system.

The State Performance Improvement Plan (PIP) provided to the **Administration for Children and Families (ACF)** identifies 6 strategies:

- **PIP Strategy One:** Expand the use of participatory case planning strategies.
- **PIP Strategy Two:** Sustain and enhance permanency efforts across the life of the case.
- **PIP Strategy Three:** Enhance and expand caregiver recruitment, retention, training and support efforts.
- **PIP Strategy Four:** Expand options and create flexibility for services and supports to meet the needs of children and families.
- **PIP Strategy Five:** Sustain and expand staff/supervisor training.
- **PIP Strategy Six:** Strengthen implementation of the statewide safety assessment system.

Fresno County's SIP will contribute to the achievement of each of the PIP strategies

- **PIP Strategy One:** Permanency Team Meetings support all three of the SIP focus areas and at their core are based on engagement and case planning with families.
- **PIP Strategy Two:** With Permanency as an identified focus area it is intended that permanency will be a focus from the very beginning and even when



reunification fails and time has passed there will be a continual re-visitation of exploring and seeking permanency options.

- **PIP Strategy Three:** In support of reunification and permanency in Permanency Teaming, the role of the resource family is crucial. The recruitment and training of caregivers is essential in the success of improvement strategies.
- **PIP Strategy Four:** Fresno County has a flourishing Wraparound program but the SIP envisions even greater opportunities in the use of Wraparound to achieve SIP goals.
- **PIP Strategy Five:** Training around Engagement, Permanency Teaming and Wraparound are essential elements that support improvement in the identified focus areas
- **PIP Strategy Six:** Decision making along the whole spectrum in support of reunification and permanency must always place safety at the forefront. Improvement in the use of SDM tools coupled with a professional assessment of the interaction of any safety threats with child vulnerabilities and family protective capacities.

Fresno County Department of Social Services, Child Welfare Service is fortunate to have developed a culture of seeking to find, how best to achieve the best, for children and families. In a time of great uncertainty and change it will be the hearts and minds of each person whose desire for safety, permanence and well being for children and families will fuel system changes that develop and grow to become the way the work is done well.

## **Fresno County PQCR Executive Summary**

On March 23-26 2009 Fresno hosted its third Peer Quality Case Review as a joint effort between the Department of Children and Family Services, the Probation Department, the State of California Children and Family Services Division and the Central California Training Academy.

Fresno County **Child Welfare Services** (CWS) chose to focus on the challenges of Permanency especially as they relate to Disproportionality. Specifically, what are the things that are done to prepare for the transition to adulthood even when the formal goal of permanency is not achieved.

Fresno County **Probation** chose to focus on the challenges of Permanency especially as they relate to Disproportionality. Also the focus included the movement towards the engagement of family or a NREFM in the guardianship or adoption process rather than long term foster care. For minors who exit via emancipation how well are they linked to the community, services and resources?

For **Child Welfare** the case selection process targeted those who had been in the system for three or more years and were not in guardian or relative placements and being 15 or older are moving closer to leaving the system. With this combination of factors we have youth where formal permanency is not being or likely to be achieved. The fact that these cases went through reunification efforts more than a few years ago might to a small extent incorrectly represent what is going on currently in the Family Reunification division but would accurately identify what types of program and process weaknesses would lead to less than optimal outcomes.

For **Probation** five sample cases were taken from a pool of approximately 180 - 220 active or recently closed cases. The sample was either active in delinquency court or had been closed within a 6-month period of the review. The sample was of youth who were age 17 or older and had not achieved a permanency plan; however, had an alternative plan of emancipation or a planned living arrangement. The sample included cases that achieved positive outcomes and cases that did not have planned outcomes. The sample also included a variety of ethnic backgrounds, genders, and one SB 163 / Wraparound Multi- Dimensional Foster Care case

There were six focus groups identified each with questions customized to draw out their perspectives on the dynamics of preparing youth for adulthood in the context of the instability of family relationships both birth and foster.

The review and focus group process identified for **Child Welfare** a number of existing barriers and challenges as well as some things that were going well and should continue or expand and some things that should be considered for development and integration into ongoing practice.

Case worker instability was noted as a barrier in that when we are trying to establish a sense of permanency for youth there are very few instances where a youth has had the same Social Worker for any extended period of time. For a Social Worker to be able to effectively work with a youth on issues surrounding permanence the building of a trusting relationship is essential. The youth express that their experience with their Social Worker is that they are difficult to get in touch with and they change all of the time. After establishing a good relationship with the youth Social Workers need support in developing the skill of talking about permanency to youth who are more focused on the day to day and have trouble envisioning the future. Often this has led to last minute preparations for emancipation hearing that document that the planning has been inadequate.

Many youth have a difficult time in out of home care which impede efforts to plan for and support permanency. There is a shortage of foster homes for adolescents and foster homes where they have the capacity to work through any difficult behaviors that the youth might present. Mental Health providers struggle to work effectively with youth who show an active disinterest in treatment in the conventional treatment models. Many youth have issues of grief and loss that continue and when not processed or resolved impede their ability to move forward. Youth need as much normalization of life that can occur in Foster Care and treatments and services that do not easily disengage because of their resistance.

It appears that there are financial and structural disincentives to permanency. Care providers who would experience a reduction in support payments and access to support services are understandably reluctant to proceed to the permanency options of Adoption or Guardianship without dependency. It is the perception that this is especially true of Foster Family Agency homes. There might also be familial or cultural considerations that influence families to find these options less desirable. It might be considered beneficial on an emotional level to the child to have their legal relationship with their birth parent(s) intact. There is also the practical reality that some families do reunify years later when the parent has made progress on their own and the children are older. Often relationship or placement opportunities are completely missed when there is minimal or no consideration of the paternal side of the family.

Having the case manager/ILP Social Worker on the High School campus of the youth is a very positive recent development that will support the relationship building that is the necessary precursor to an engaged planning process. This development comes at the cost of caseload transition but the benefits can continue for years after that one time transition. The Social Workers can use this structure to provide direct ILP services as well as to bring youth to understanding the value of off campus ILP services and classes.

SB163 Wraparound services have been an effective tool in assisting youth to establish and stabilize in home placement, at times with relatives or even birth family. Services not only assist the youth but the entire family in having a better organization and functioning for their lives that can continue into the adulthood of that youth who may continue to live in that household.

Social Workers in the Permanency Planning division have demonstrated a mindset that even after reunification services are terminated that you can revisit reunification and support the process of youth going back to their families as the parents and the youth (sometimes by just being older) have made successful efforts to improve their ability to function as a family. Often Wraparound services are a part of the process and progress. In order for Wraparound and other permanency options to have a context it is important to have the value of permanency in mind and do family finding in the very beginning of the case. Additionally as the case progresses it is crucial that Social Workers and others work to support the youth in maintaining a continuous connectivity with relatives and others that are important to them.

It was evident that planning for emancipation with an E-Conference should begin by the youth's 16<sup>th</sup> birthday and should be reviewed for progress and adjustments regularly after that. One youth profoundly said that "it is hard to be in the system but it is even harder out of it." Youth need coping skills and goals for the future. The youth turning 16 may however not yet understand these dynamics so it will be important that starting while the youth is 15 the Social Worker and others begin to prepare the mind of the youth for those things that will be a part of an effective plan coming out of an E-Conference.

The concept of using a team approach in working with youth in planning for transition to adulthood and the provision of ILP services shows great promise as an effective strategy. Getting everyone who is involved with the youth involved in the development and implementation of the plan would include the case manager, any treatment partners, educators, relatives and most of all the Substitute Care Providers. When care providers have a high value for permanency (either traditional permanency as in placement or as in ongoing relationships and skills to transition into adulthood) they are uniquely positioned to provide a nurturing growth that prepare youth to venture out on their own, this being the very thing that a family is intended to be and do.

In the review and focus group process **Probation** learned about their strengths and weaknesses with permanency and emancipation planning.

Probation did a good job in helping youth find several plans of care before they emancipate from the system; however, there continues to be a need to engage youth earlier in the process and begin the dialogue of guardianship or adoption when appropriate.

The stability of the assigned Probation Officer is a strength practice and that focusing on education opens a lot of doors for youth after they age out of foster care. Officers and administration learned that supporting permanency early in the process can help alleviate several of the issues or concerns that occur during emancipation planning. Officers are also aware that they need to be conscious of permanency earlier in the case planning process. Officers also voiced a need to expanded training or education on the actual guardianship and adoption process through delinquency Court. The lack of understanding the legality and Court processes can be barrier to engaging the minor and potential

permanency connection. This is an area Probation will seek to improve in and find the appropriate training to address these needs.

One of the immediate impacts of PQCR was the concern voiced by several officers, of not having a travel “county gas credit card” readily available for the officers who make out of county group and foster home visits. The prior practice required officers to check out a county gas credit card from the County Fleet Services yard that is on the opposite end of town. This was time consuming for the officers and caused them to lose productive hours that could be used for meeting with youth longer or working on Court reports.

The concerns voiced at PQCR were heard by Probation administration and within a month after PQCR the Placement Unit was issued two county issued gas credit cards. The officers in the unit buy into the process and understand that they have a voice through PQCR. Several of the officers involved in the process have asked to help with other County PQCR’s to learn from their practices and protocols.

The complete PQCR report is available on the DCFS Self Evaluation web page by clicking on the following link:

[http://www.co.fresno.ca.us/uploadedFiles/Departments/Children and Family Services/Divisions/SelfEval/SE Home Page/PQCR%20Fresno%20Final%20Report%20September%202009.pdf](http://www.co.fresno.ca.us/uploadedFiles/Departments/Children_and_Family_Services/Divisions/SelfEval/SE_Home_Page/PQCR%20Fresno%20Final%20Report%20September%202009.pdf)

## Fresno County Self Assessment Summary Assessment

The Fresno County Department of Children and Family Services and Probation 2009 County Self Assessment was a collaborative effort. The **Department of Children and Family Services** led the process in tandem with **Probation** and **Fresno Council on Child Abuse Prevention** and many persons came to meetings and/or contributed their information. The self assessment is comprehensive so as to include information from as many entities as possible both within the governmental structures and without. The services of child welfare are extensive and complex and this document provides an opportunity to document the many activities and strategies employed to support Safety, Permanence and Well-Being. A full review of this document will provide the reader with an exposure to the many efforts within Department of Children and Family Services and Probation that go beyond the basic functions that are typically the face of child welfare. The reader will also be able to see that it is not the primary agencies alone that will achieve these objectives, but an array of community entities that support families and youth who are also key players for the welfare of people in our community. Having all of this information gathered will support increased and more effective collaboration as we learn what each of us is doing.

The assessment details the demographic context of children and families in Fresno County. The county is diverse in many ways, ethnically, socioeconomically, health, educational achievement, urban and rural. The challenges that this diversity presents are significant. Poverty is widespread in that 30% of children in the county live in poverty and 58% are low income. There are more than 28,000 Cal-WORKS cases with more than 75,000 recipients. Overall unemployment is more than 14% but in some areas as high as 36%. 11% of families do not have health insurance and 30% of children have asthma. Fresno has been identified as having the highest per capita rate of IV drug use in the nation. The results of the High School exit exam illustrate the negative correlation for children who are "economically disadvantaged" or "English learners"

The assessment describes the structure of local government agencies including Probation and Department of Children and Family Services (which on December 28<sup>th</sup> will no longer exist as structured.) Child welfare services benefit from three structural supports.

The **Foster Care Standards and Oversight Committee** is to provide oversight for, and promotes communication between, the Board of Supervisors, the Department of Children and Family Services, and the community, with emphasis on providing information and recommendations that make the system increasingly effective and efficient. The **Interagency Council for Children and Families** supports the implementation of local strategic plans aimed at developing a comprehensive and collaborative delivery system of services to children and families. The first item was to develop a network of community-based neighborhood resource centers (NRCs) as a decentralized family service system. In addition to an NRC subcommittee, three complementary subcommittees are working on specific targets: Data Share, Early Childhood Help and Outreach (ECHO), and Gang Prevention. The third support is the overall strategies and supports of the **Family to Family Initiative**.

State of California Outcomes and Accountability Data Outcomes related to the overall experience of children and families in the Child Welfare and Probation systems is presented in an organized format and analyzed related to practice dynamics and the interrelationships with other outcomes.

## **Participation**

### ➤ Number and rate of children with referrals

The number and rate of children with referrals is on a generally downward trend since 2003. In 2003 Fresno became a Family to Family County and many of the improvements in the lives of children and families that are reflected in this and subsequent data can in large part be attributed to the efforts and strategies of Family to Family not the least of which is the effective engagement with strategically identified communities and partners within those communities. CAPIT/CBCAP/PSSF funding would be well utilized as it supports these community based types of supports for families.

In absolute numbers the southeast and southwest zip codes of the city of Fresno generate the most children with referrals. The resources of the Metro Collaboratives and some of the Neighborhood Resource Centers are strategically placed and the enhancement of their services and engagement with children and families is imperative. Their current work is detailed in the Service Array section of this County Self Assessment. The utilization of CAPIT/CBCAP/PSSF funding could be used to support this work.

Rural communities in the west and southeast have smaller individual numbers but considered as a region the numbers become more significant. Access to services in rural areas can be a challenge so the work of those Collaboratives and NRCs has importance as well.

### ➤ Number and rate of children with substantiated referrals

The number and rates of substantiations are generally decreasing. The number and rate per 1,000 in the population increased some in 2007 coinciding with the increase in referrals noted earlier although the rate per referral has continually and markedly decreased.

### ➤ Number and rate of entries into OHC (any length of stay)

The number and rate were declining until 2007. The same dynamic that impacted an increase in referrals is understandably going to impact law enforcement officials who place the children into protective custody with the Department. The number and rate fell some in 2008 but it is worth noting that the rate per substantiation continued to climb. In 2008 a substantiated referral was more likely than not to lead to a protective hold when previously the likelihood was close to one third of the time. This suggests a very cautious approach at the point of initial assessment.

➤ Number and rate of entries into OHC and staying > 8 days

These are the children (and parents) who in most cases go on to receive formal Family Reunification services. As with the previous data the numbers and rates were declining until 2007 and in 2008 declined slightly from 2007.

It is significant to note however that the rate per substantiation continued to rise suggesting that the cautious approach at the point of initial assessment continued at the point of decision regarding the ability to enact a safety plan to allow the child's return home or the need to file the petition.

Zip code level data indicate that children in the southeast and southwest zip codes of the city of Fresno are the most frequent to participate in a TDM and have a petition filed on their behalf. The aforementioned participation of community representatives from the Metro Collaboratives is crucial. The utilization of CAPIT/CBCAP/PSSF funding could be used to support the continuation and expansion of this resource

Rural communities in the west and southeast and in the foothill/mountain areas of the northeast have fewer youth who have a TDM on their behalf but the role of the community representatives from Collaboratives gains importance because of the challenges in accessing services in rural communities

➤ Number and rate of children in care

The number of youth in care at the point in time of July 1<sup>st</sup> had been dropping steadily since 2003. In 2007 the number rose slightly although the rate dropped very slightly (due to the increase in the population as a whole.) In 2008 both the number and the rate rose. The change in the number in care from year to year is easily understood as the relationship between the number of children exiting the system and the number of children entering the system. The efforts that enabled the number of youth entering to decrease for 2002 to 2006 contributed significantly to the decrease in the rate of children in care over that same time period. The return of higher entry numbers coincides with the higher in care numbers for 2007 and 2008.

➤ Disproportionality

The data indicate that the representation of black children in all stages of the child welfare continuum is significantly greater than their representation in the population but that progress between 2002 and 2008 has been made and that the need for improvement continues.

Since 2005 the rates for substantiation and entry have been below the referral rate. The entry rate decreased significantly in 2006 only to rise in 2007 and then fall slightly in 2008. It is believed that the major contributor towards improvement in entry is the use of the TDM model that supports a more open and objective



evaluation of the parents functioning and especially the role of the community representative in that meeting. As noted before, in 2007 and 2008 there appeared to be a “conservative trend” toward formal intervention possibly in response to a number of serious cases in that time frame. This may indicate that decisions which require the provision of very high levels of safety might more often impact the rate of return of black children to their families.

## **Safety**

### ➤ S1.1 No Recurrence Of Maltreatment

The data show that in Fresno the incidence of No Recurrence of Maltreatment is appropriately on the increase. But as was analyzed previously the removal rates for 2007 and 2008 increased so that in part the increase in No Recurrence could be attributed to the increased aversion to risk that was a result of the cautious approach that developed in those years. The goal provided with the quarterly state data reports is 94.6%. While the current Fresno rate is almost at that level it is desirable to see that level achieved not by keeping children out of their family homes but by effective interventions within their communities that allow the children to find safety in the family home. The work of the community representatives in TDMs and the development and utilization of community resources are two essential ingredients to such success. The utilization of CAPIT/CBCAP/PSSF funding could be used to support this.

### ➤ S2.1 No Maltreatment In Foster Care

Given the standards of a low tolerance for Maltreatment in Care, which are completely appropriate, the change in the number of youth that are identified as such can be quite small and yet move the number indicated from above the goal to below the goal. With the number of youth in care in 2008 (3,452) each youth identified will decrease the rate by .029%. Therefore with 11 indicated the Not Maltreated rate would be at the goal (99.681%) and just one more would put it below the goal at 99.652%. In 2008 Fresno saw a significant increase of 10 from 2007 that dropped the rate to 99.45. Continued monitoring of these numbers will allow it to be seen if this is an anomaly or a trend.

### ➤ 2B Child Abuse/Neglect Referrals with a Timely Response

Fresno has always responded in a timely manner when immediate response is called for. For non-crisis, a previous SIP helped improve in 2004. The continuing challenge to sustaining compliance over 90% is sufficient responders and timely entry of written reports. Reports that are assigned to responders at or near the 10 day timeframe are unlikely to show a timely response.

### ➤ 2C Monthly Social Worker Visits with Children

Fresno's performance in monthly contacts has improved over time but being able to consistently achieve over 90% has been elusive, in fact occurring only in October of 2008. Large contributors to the deficit are the non-dependent guardianship cases. New features on the UC Berkeley Child Welfare Dynamic

Report System allow for those to be separated out. Using that feature along with Safe Measures will support the administrative directives to make monthly contacts and allow the data to reflect the improvement and break the 90% barrier.

## **Permanence**

### ➤ C1.1 Reunification Within 12 Months (Exit Cohort)

This is an exit cohort that identifies out of all youth who exited care through reunification in a 12-month period and how many and what percent reunified in less than 12 months. Fresno's rate has been steadily decreasing. The state goal is 75.2% and at 28.2% Fresno is far from that target.

When the delay in reunification was for avoidable reasons it indicates a need for strategic interventions to support parents in their quest to reunify and ensure that the system does not work against them. Reunification is certainly to be an item identified for improvement in the System Improvement Plan.

### ➤ C1.2 Median Time To Reunification (Exit Cohort)

The state goal is under 5.4 months and Fresno is improving (to 14.9) but has a long way to meet that goal. One qualifying consideration is that the many children who are unified at the TDM and return home in less than 8 days are not a part of this data set. Continued success in that effort will limit the movement of numbers in this data set.

### ➤ C1.3 Reunification Within 12 months (Entry Cohort)

The state goal is greater than 48.4% and Fresno, while improving to 19.5% in the most recent period is far from that. As just stated, those reunified in less than 8 days are not counted in this data set which means that those most likely to be able to reunify in a short time frame have already done so and those who remain have more significant barriers to reunification and the efforts to overcome those barriers will be more extensive and prolonged. Nonetheless efforts to support families in reunification must continue and expand and will be identified in the System Improvement Plan.

### ➤ C1.4 Reentry Following Reunification (Exit Cohort)

The state goal is less than 9.9% and Fresno has been consistently below that number. However, in distinguishing between the two groups (using 2007 numbers) those returning without court ordered reunification services reenter at a rate of 8.2% and those who have reunification services at a rate of 10.8%. This offers some validation of the ability to safely return some youth at an early stage in the process and also is consistent with the view that those who go through the court process have significantly more difficult situations to overcome.

In both cases the support of the community, especially in connection with community representatives or cultural brokers is the key component for families to continue with healthy functioning after they detach from any formal

connections to DCFS and/or the court. Resources as they currently exist have been helpful but the strengthening and coordination of them is key to continuing to progress and move forward with the prevention of reentry. The utilization of CAPIT/CBCAP/PSSF funding could be used to reinforce these supports that prevent new instances of abuse and neglect.

➤ C2.1 Adoption Within 24 Months (Exit Cohort)

This is an exit cohort of children who exited to adoption in a twelve month period and identifies if that adoption occurred in less than 24 months or not. The state goal is that greater than 36.6% of adoptions occur in less than 24 months. Fresno's rate has fluctuated over the last five years but has not been greater than 31.8% which is 13% lower than the goal.

The most impactful and appropriate place to focus energy towards improvement are those children for whom adoption is the optimal option is to start that process as early as is feasible and ensure that departmental practice supports efficient progress in timely achievement of that goal. In that Adoption is one of the plans subsequent to unsuccessful Reunification this also will certainly be an item identified for improvement in the System Improvement Plan.

➤ C2.2 Median Time to Adoption (Exit Cohort)

The state goal for the median time to adoption is less than 27.3 months and overall Fresno is short of that mark especially when it comes to youth 11 and above. The number is much better for infants and toddlers. The older youth are likely to be those benefiting from "second effort" adoptions but yet they extend the median time of the group as a whole.

➤ C2.3 Adoption Within 12 Months (17 Months In Care)

This data set considers all children who at the beginning of a twelve month period had been in care for 17 months or longer and how many of them had been adopted by the end of the year. The state goal is that this rate be greater than 22.7%. Fresno's rate fluctuates but is steadily less than half of that goal.

➤ C2.4 Legally Free Within 6 Months (17 Months In Care)

The state goal is that this rate be greater than 10.9%. Fresno's rate fluctuates but is steadily less than half of that goal. Fresno is hesitant to terminate the parental rights of a child unless an adoptive resource is in place. To legally free a child and then have that child not adopted creates a legal orphan and unnecessarily limits the child's options related to family finding or belated parental improvements that lead to a "secondary reunification." This rate can be improved however if efforts to find adoptive resources are successful so as to make the action of legally freeing the child of unambiguous benefit to that child.

➤ C2.5 Adoption Within 12 Months (Legally Free)

The state goal is that this rate be greater than 53.7%. Fresno's rate fluctuates but always above the goal. This would be expected to be a strong outcome given the previously stated reluctance to legally free a child without a strong adoptive option in place.

➤ C3.1 Exits To Permanency (24 Months In Care)

The state goal is a rate greater than 29.1%. Fresno's rate has fluctuated over the last five years but the rate is consistently no better than half of the target rate. The number in care for more than 24 months is steadily decreasing while the number reunifying or being adopted is generally steady. The number exiting for guardianship has dropped off after 2004 which indicates that the pool of candidates that had lingered in the system and were candidates for exit via Kin-Gap had generally been drained.

This is the group of youth who did not have positive outcomes when it came to timely adoption or reunification so low rates of success in those former outcomes makes better performance in this outcome all that much more important. The efforts of Family Finding and the Heart Gallery should help to build on the improved numbers shown in 2008 as well as the utilization of Wraparound to support "delayed reunification."

➤ C3.2 Exits To Permanency (Legally Free At Exit)

The data set for C3.2 considers all youth in a twelve month period who are legally free at exit and whether they exit to permanency before reaching 18 or not. The state goal is that this rate be greater than 98%. In 2005 and 2006 Fresno was above that rate but dipped slightly for 2007 and 2008. It is noted that due to a small denominator (under 200) a small shift in the numerator (such as from 4 to 6 or 8) will swing the rate below the goal. In Fresno most often these would be youth whose adoptive plan fell through and a subsequent adoptive plan was not achievable.

Wraparound Services are supportive interventions in situations where adoption plans are in jeopardy due to a youth's behavior. Wraparound Services are also available after the completion of an adoption where supports are needed to prevent disruption and group home placement.

➤ C3.3 In Care 3 Years Or Longer (Emancipated Or Age 18 In Care)

The state goal is that this rate be less than 37.5%. In Fresno the rate has fluctuated but been consistently at least 75% above that goal. Fresno, like most other counties has a large number of youth who have been in care for some time without having found permanence. Structuring the work in the PPLA division to always consider ways to move towards formal permanence, even for those who have been in care for some time is essential. More effective efforts to develop and support a viable concurrent plan will reduce the number of children that land in PPLA and linger long enough to emancipate.

## Well Being

### ➤ C4.1 Placement Stability (8 Days To 12 Months In Care)

The state goal is that the rate of children with two or fewer placements be greater than 86.0%. Fresno's rate is on the rise (82.3%) but still falls a little short of the goal but if the trend continues it can be achieved.

One strategy that has improved the experience of children in regards to placement stability is to enable emergency response staff to do initial placement with relatives. The access to the home evaluation workers to do emergency evaluations and approvals has and will support this trend.

Other strategies involve anything that allows for best practice in accessing and planning for placements that achieve all pertinent placement priorities.

### ➤ C4.2 Placement Stability (12 Months To 24 Months In Care)

The state goal is that the rate of children with two or fewer placements be greater than 65.4%. Fresno's rate is on the rise (54.2%) but still falls well short of the goal.

In the second year and beyond it is more challenging to achieve high numbers of stability because all you considered "unstable" in their first year will always be considered "unstable" so it improvements in the second year rates will follow improvements in the first year rates. Inevitably things occur (good and bad) in cases where a previously stable youth will have their third placement so with time the probability of stability decreases.

### ➤ C4.3 Placement Stability (At Least 24 Months In Care)

The state goal is that the rate of children with two or fewer placements be greater than 41.8%. Fresno's rate is on the decline and falls well short of the goal.

As the number of youth in placement past two years decreases (in this case by one third from 2003 to 2008) the denominators in the calculations fall so even though there are more than 200 fewer children with two or more placements the rate of those with two or fewer will decrease. Even with effective work with children newer to placement it will take some time before the long term "unstable" transition out of the calculation.

### ➤ 4A Percent of children in foster care that are placed with SOME or ALL siblings

In the last nine quarters Fresno's children in placement with siblings are more and more likely to be placed either with one or with all of there siblings. Presently half are with all siblings and almost three quarters are with some or all of their siblings. Sibling placement is one of a number of placement goals with high emphasis when considering placement options.

- 4B Least Restrictive Placement (Entries First Placement)  
Initial placement data tends to reflect the challenges of placement with relatives and the tendency to place initially at the Craycroft Youth Center which when properly documented is a group home but at times appears to be documented as placement in shelter care. The use of Foster Homes is decreasing and the use of FFA homes is increasing. As the priorities of keeping siblings together and keeping children in their neighborhoods are emphasized the need for a wider selection of placement choices may be contributing to this increase.
- 4B Least Restrictive Placement (Point In Time Placement)  
Point In Time placements illustrate a clearer picture of placement distribution. As before Group Home placements are overstated (although to a lesser extent) because of Craycroft Youth Center. The use of Foster Homes is decreasing and the use of FFA homes is increasing. As stated previously, as the priorities of keeping siblings together and keeping children in their neighborhoods are emphasized the need for a wider selection of placement choices, including those for adolescents, may be contributing to this increase.

The recent increase in first placement with relatives is as a result of the increases at the point of the child's removal from their home. The general work of the Home Evaluation Unit to support the priority effort to see children placed with relatives is also reflected in the PIT data.

Other placement data from internally generated Business Objects reports allows for a very current view as well as separating out Craycroft Youth Center placements from Group Home placements. This allows for a more dramatic understanding of the reduction in the use of group homes. As recently as January of 2008 there were 134 youth in group homes and since August the number has remained under 100 and most currently is 94. Going back further with the Berkeley data shows the number in group homes to be 191 in 2005 and even estimating that Craycroft with 20 of those would mean that the number in group homes was 171. This indicates a drastic reduction that is attributed to the reduction efforts in the PPLA division and the utilization of the SB163 Wraparound strategy. Utilizing Wraparound not only allows for a step down from group home care it can be used as an alternative to group care for youth "at risk" who would otherwise have been placed in group homes

- 4E Rate of ICWA Placement Preferences (ICWA Eligible)
- 4E(2) Rate of ICWA Placement Preferences (primary or mixed ethnicity of American Indian)  
Native American youth, especially the ICWA eligible, are to be placed in either a Relative Home or with a Non-Relative Indian family. This only occurs about 1/3 of the time so there is a need to strengthen the collaboration with the tribes to have available appropriate placement resources. The data quality of 4E (2) is negatively impacted by the over identification of children as Native American in

ethnicity when they are ethnically something else but have Native American ancestry.

➤ 5B Timely Medical Exams

Data set 5B is a new outcome measure that identifies the number of children who are in placement required to have a Medical or Dental exam and how many are in compliance. The data for the health exam is input by the Foster Care PHN staff who receives the reports from the CHDP office. The availability of such a recording mechanism helps to separate out those who have not had the exam from those that are just not recorded (although that can still be true to some extent.)

➤ 5B Timely Dental Exams

There is not a structured recording mechanism with the dental exam and it is highly likely that it is significantly under recorded. This compliance is reviewed in court hearings in addition to data extractions so the probability of higher compliance is quite likely.

➤ 5F Authorized for Psychotropic Medication

Currently there is not any stated goal or rate that is presumed to be optimal. The process itself is in place to reduce the likelihood that youth who do not need medications are being treated in this manner without review. The objective should be that all youth who need medication treatment are getting it and those who do not need it are not.

A large shift in numbers in either direction might be an alert to review situations to ensure that changes in trends are justified by circumstances and/or any appropriate changes in strategy.

➤ 8A Children Transitioning to Self-Sufficient Adulthood

ILP services as described in this County Self Assessment have strengthened in the last five years which is reflected in the data. As adults their focus must be on employment and/or education but most youth (even those not raised in foster care) cannot do that without support.

This can also be considered an element of child abuse prevention in that too often youth who grew up in the system struggle in parenting their own children and at times continue an undesirable cycle of system involvement. Services to young adults emancipated out of foster care possibly supported by the utilization of CAPIT/CBCAP/PSSF funding would prevent future abuse or neglect of these "next generation" children.

Services that are currently being delivered are described in significant detail. First the services as delivered by the various sections of the Department of Children and Family Services:

## **Emergency Response**

- Crisis (2 Hour) and Non-Crisis (10 Day) Response
- Child Abuse Review Team (CART)
- Swing Shift
- Stand By (After-hours on-call response)
- Dependency Investigations Unit
- Southeast Regional (Selma) Office
- Immigration Liaison
- Safely Surrendered Baby

## **Early Intervention and Prevention**

- Voluntary Family Maintenance
- K-Six
- Project Access

## **Family Reunification**

- Family Reunification Case Management

## **Planned Permanent Living Arrangement (PPLA)**

- PPLA Case Management
- Group Home Placements
- Outreach to Missing Dependents (OMD)
- CFAST
- Interstate Compact in the Placement of Children (ICPC)
- Independent Living Program (ILP)
- California Connected by 25 Initiative (CC25I)
- Heart Gallery
- Family Finding
- LGBTQ Task Force
- Keeping Siblings Connected
- Baby City
- California Youth Connection (CYC)

## **Assessment and Adoptions**

- Assessment and Adoptions Case Management

## **Placement**

- Foster Parent Resources
- Home Approval Unit
- Resource Home Coordinator



- Licensing
- Craycroft Youth Center

## **Quality Assurance**

### **AB636 Evaluation and System Improvement**

#### **Fresno Foster Youth Education Initiative**

#### **Program Support**

- Court Officers
- Drug Court
- Substance Abuse Services
- Service Coordination
- Visitation
- Health Care Program for Children in Foster Care (HCPCFC)
- Indian Child Welfare Act (ICWA) Compliance Officer
- Regional Center Liaison
- Zero to Five Child Focus Team
- Teen Parents
- Plaza Terrace (Emergency Housing Center)
- Wraparound (SB163)
- Multidimensional Treatment Foster Care (MTCF)
- Children's Mental Health
- The Nurturing Parenting Program
- Parents Becoming Partners

Secondly the services as delivered agencies external to the Department of Children and Family Services and Probation with legal Child Welfare Responsibilities:

**Fresno County Juvenile Court-Dependency**

**Fresno County District Attorney's Office-Dependency**

**Office of the Public Defender-Dependency**

**Dependency Court Orientation**

**Dependency Court Mediation**

**Fresno County Juvenile Court-Delinquency**

**Fresno County District Attorney's Office-Delinquency**

**Office of the Public Defender-Delinquency**

**Fresno County Counsel-Dependency**

**Employment and Temporary Assistance**

Thirdly the services as delivered by agencies in the community funded through PSSF/CAPIT/CBCAP/CTF:

**Fresno Council on Child Abuse Prevention (FCCAP)**  
**Exceptional Parents Unlimited**  
**Resource Center for Survivors (RCS)**  
**Comprehensive Youth Services**  
**Court Appointed Special Advocates (CASA) for Children**  
**Neighborhood Resource Centers**

Finally the services as delivered by other agencies in the community that either provide services to foster children and/or services to strengthen families and provide prevention of abuse and neglect:

**Neighborhood Collaboratives**  
**First 5 Fresno County**  
**California Health Collaborative**  
**Central Valley Regional Center (CVRC)**  
**Joni and Friends Central California**  
**Deaf and Hard of Hearing Service Center, Inc.**  
**Centro La Familia Advocacy Services, Inc**  
**Marjaree Mason Center**  
**Fresno County Economic Opportunities Commission (EOC)**  
**Fresno County Healthy Marriage Coalition**  
**ESA/Love INC**  
**Central Valley Training Academy**  
**Need Help News**  
**United Way of Fresno County**  
**Fresno County Workforce Investment Board**  
**The STOP Program (Students Targeted with Opportunities for Prevention)**  
**Evangel Home**  
**Foster Family Agencies**

Staff and provider training are detailed:

**Child Welfare Staff Training**  
**Foster Kinship Care Education Project (FKCE)**  
**Specialized Foster Parent Training Project**  
**Additional Caregiver Training**  
**PSSF/CAPIT Funded Providers**  
**Probation**

Agency Collaborations are identified:

**Family-to-Family Building Community Partnerships**  
**Neighborhood Resource Centers**  
**Multi-Disciplinary Interview Center (MDIC).**  
**Breakthrough Series Collaboratives**

**Child Abuse Prevention Council (CAPC)**  
**Promoting Safe and Stable Families (PSSF) Collaborative Bodies**

The County Self Assessment has clearly illustrated that Fresno is constantly and widely working on ways in which to innovatively structure the work of child welfare to meet the plethora of objectives that would indicate the improvement of the lives of children and families. It has also shown that the strength does not lie in Department of Children and Family Services and Probation alone but that the community at large is actively engaged in the effort as well. This occurs not only in the individualized provision of services but in growing collaboration with DCSF/Probation and with each other.

The data and service array has shown that in the area of Well-Being children in Fresno have had some positive experiences. More and more siblings are placed together. Relative placements are used more frequently especially at the point of initial placement. Youth are less likely to be placed in Group Homes. Fresno youth are benefiting from the structures that support their educational experiences in ways that are gaining broad recognition.

The County Self Assessment has also made clear that there are some areas in need of improvement. All areas of Permanency are challenged in distinct ways. Reunification needs to be more frequent and occur in a more timely fashion. This, in spite of the fact that the cases coming to Reunification are more difficult because at the Intake TDM families with less complex situations have already benefited from family and community support in a safety plan. Moreover it is desired that the availability and strength of that support increase. Yet every effort and structure must support the timely reunification of the rest of the families who have the capacity to reunify.

Because reunification will never be universal there is then the need for the other types of permanency. When Adoption is the plan its timeliness depends on having identified the adoptive option early in the process even when sincere reunification efforts continue. This is the essence of concurrent planning which has not consistently been a strong point.

Having had low reunification rates over a number of years and struggles in achieving alternative permanency has left a significant number of children in a Planned Permanent Living Arrangement which often is a soft way to say "growing up in foster care." The 100 or so youth who emancipate each year having been in the system for more than three years are evidence of a need for something better. The insight gained during the PQCR made clear the complexities of life experienced by foster youth who after years have not found permanence. The efforts of Family Finding and Wraparound and the work of the PPLA workers shows some early "fruit" and youth will benefit for continuing and expanded efforts in this area.

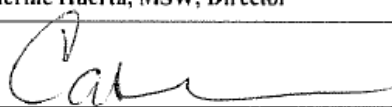

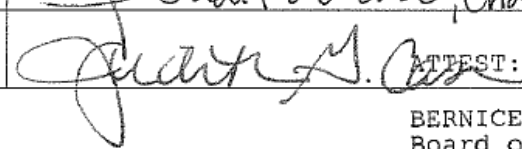
Disproportionality must always stay in focus until it is clear from data and from direct experience that all persons experience fairness and equity. There has been some success in the child welfare intake process although there is still much to do. Data has shown that

a second area in need of attention is how black children experience the system after reunification fails. It shows that more frequently than others they exit the system in a less desirable manner than. The Institutional Analysis (page 39) will provide a better understanding of the present dynamics and where changes will be most effectively implemented.

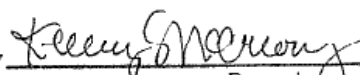
For families with one or many of the challenges of poverty, substance abuse, domestic violence, emotional health needs, fractured family relationships, disability, substandard housing, language barriers etc. there is a significant need for accessible support and resources within their community/neighborhood that are culturally sensitive. These are the services that can make the difference in the lives of families both as a remedy for and a prevention of child abuse and neglect. It is hard to measure some prevention successes by the very definition of prevention. If it is prevented it is never known. Referral and Substantiation rates illustrate what has occurred and over time comparisons can be made but there are many other variables (such as the economy) that can impact the dynamic so that the impact of prevention services will be unclear. One area however that is somewhat more amenable to measurement is recurrence. As efforts to support families who have had a substantiated instance of abuse or neglect without court intervention are more effectively utilized the supportive community resources that support prevention are crucial. There are early signs of strength in this area but a clear need for growth in structure, organization and coordination as well.

The Fresno Probation/Department of Social Services (the organizational structure change occurs December 28<sup>th</sup>) System Improvement Plan will detail improvement plans in the areas identified as being in need of improvement. In Reunification there will be a continued strengthening of the early engagement process. It is expected that the resources of assessment for the concurrent plan will be implanted much earlier in the process. A continued and expanded effort to focus on permanency alternatives for youth in PPLA will not allow for any comfort for a child who is in foster care without other prospects.

## PART ONE

California's Child and Family Services Review System Improvement Plan	
<b>County:</b>	Fresno County
<b>Responsible County Child Welfare Agency:</b>	Fresno County Department of Social Services
<b>Period of Plan:</b>	March 26, 2010 to March 25, 2013
<b>Period of Outcomes Data:</b>	January 2010 Report: Q2 2009 Data Extract
<b>Date Submitted:</b>	March 26, 2010
County System Improvement Plan Contact Person	
<b>Name:</b>	David Plassman
<b>Title:</b>	Social Work Supervisor
<b>Address:</b>	1404 "L" Street, Fresno CA 93721
<b>Fax:</b>	(559) 454-5910
<b>Phone &amp; E-mail:</b>	(559) 253-7827      dplassman@co.fresno.ca.us
Submitted by each agency for the children under its care	
<b>Submitted by:</b>	County Child Welfare Agency Director (Lead Agency)
<b>Name:</b>	Catherine Huerta, MSW, Director
<b>Signature:</b>	
Submitted by:	
<b>Submitted by:</b>	County Chief Probation Officer
<b>Name:</b>	Linda Penner, BA, Chief Probation Officer
<b>Signature:</b>	
Board of Supervisors (BOS) Approval	
<b>BOS Approval Date:</b>	5/11/10
<b>Name:</b>	Judith G. Case, Chairman
<b>Signature:</b>	

BERNICE E. SEIDEL, Clerk  
Board of Supervisors

By   
Deputy

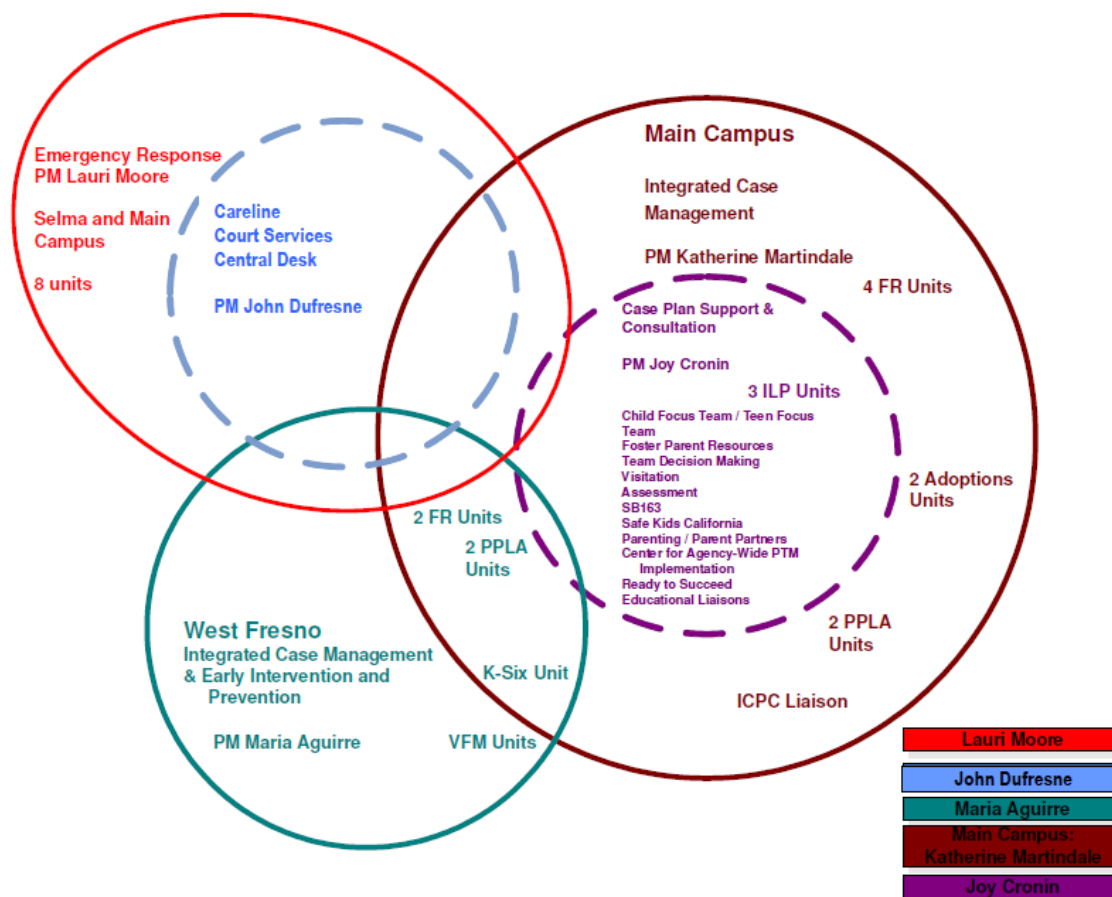
## CWS/Probation Narrative

Cathi Huerta, MSW	Director	Department of Social Services
Andrea Sobrado, MSW	Deputy Director	Department of Social Services
Linda Penner	Chief	Fresno County Probation
Michael L. Elliott	Director	Fresno County Juvenile Probation Services
Lauri Moore, LCSW	Program Manager	Department of Social Services
Joy Cronin	Program Manager	Department of Social Services
Maria Aguirre, MSW	Program Manager	DSS (CAPIT Liaison)
Vivian Aldridge	Program Manager	Department of Social Services
Katherine Martindale	Program Manager	Department of Social Services
David Ruiz	Placement Manager	Fresno County Juvenile Probation Services
Nancy Richardson	Consultant	Department of Social Services
David Plassman, M.Div.	SW Supervisor	Department of Social Services
Wendy Osikafo, MSW	SW Supervisor	Department of Social Services
Kathleen Mattesich	SW Supervisor	Department of Social Services
Cle Canizalez	SW Supervisor	Department of Social Services
Jose Contreras	SW Supervisor	Department of Social Services
Monique Parker-Dixon	SW Supervisor	Department of Social Services
Anthony Norwood	SW Supervisor	Department of Social Services
Luanne Stocks, MSW	SW Supervisor	Department of Social Services
Gwen Sims	SW Supervisor	Department of Social Services
John Gutierrez	SW Supervisor	Department of Social Services
Sandra Davis	SW Supervisor	Department of Social Services
Marshunda Harding	SW Supervisor	Department of Social Services
Dana Parker	SW Supervisor	Department of Social Services
Rita Lavelle, MSW	SW Supervisor	Department of Social Services
Michelle Daugherty	SW Supervisor	Department of Social Services
Jeanna Sullivan	SW Supervisor	Department of Social Services
Socorro Ruvalcaba	SW Supervisor	Department of Social Services
Joanne Pritchard	SW Supervisor	Department of Social Services
Annette Brown	SW Supervisor	Department of Social Services
John Dufresne	SW Supervisor	Department of Social Services
Alicia Garcia	SW Supervisor	Department of Social Services
Renee Ramirez	SW Supervisor	Department of Social Services
Fred Hurt	SW Supervisor	Department of Social Services
Trica Gonzalez, MPA	SW Supervisor	Department of Social Services

Annette Jones	SW Supervisor	Department of Social Services
Kathleen Miller	SW Supervisor	Department of Social Services
Dalvin Baker	SW Supervisor	Department of Social Services
Robert Hamilton	SW Supervisor	Department of Social Services
Robert Montalvo	SW Supervisor	Department of Social Services
Veronica Salmeron	SW Supervisor	Department of Social Services
Kartin Rogers, MSW	SW Supervisor	Department of Social Services
Lucy Tucker	SW Supervisor	Department of Social Services

On December 28, 2009 the Department of Children and Family Services transitioned as entities into (Child Welfare) the Department of Social Services and (Children's Mental Health) Behavioral Health. The transitions were well planned and for the most part orderly but organizational changes of this magnitude cannot be without unforeseen complications, aka learning opportunities.

Additionally, in a confluence of change developments, in February 2010 an office opened up in Metro West Fresno that allows for a departmental presence in that community. This then precipitated a need for a change in child welfare structure that would mean integrated divisions of Family Reunification and Planned Permanent Living Arrangement units in both the West Fresno and Fresno main campus locations. This offered an opportunity then to structure the working interrelationships to move away from a linear model to a more circular arrangement. This becomes the foundation that will support the practice changes that utilize a team approach with the intent to provide engaged planning, progress assessment and continuity (in the midst of any case manager transitions.) The following chart illustrates the new structure:





Fresno's CWS/Probation SIP focus areas are:

- CWS: **Timely Reunification**
- CWS: **Permanence**
- CWS: **Eliminating Racial Disproportionality and Disparity**
- Probation: **Timely Reunification**
- Probation: **Transition To Self-Sufficient Adulthood / Emancipation**
- Probation: **Placement Stability**

As to **Timely Reunification** a growth target of 5% is determined using the composite planner to achieve a composite score of 95 (the PIP Goal is 110.2):

- For C1.1 the 134 children who reunified would need to increase to 154 (40.8%)
- For C1.2 the median time for reunification would need to reduce from 13.8 months to 13.0 months
- For C1.3 the 56 children who reunified would need to increase to 76 (22.6%)
- For C1.4 the 34 children who reentered care would need to increase to no more than 40 (6.5%)

As to **Permanence** a growth target of 5% is determined using the composite planner to achieve a composite score of 99.9 (the PIP Goal is 110):

- For C3.1 the 179 children who exited to permanency would need to increase to 195. (18.1%)
- For C3.2 the 175 youth exited to permanency out of the cohort of 181 legally free youth is unlikely to change much due to the small number involved so for this exercise it will remain constant. (96.7%)
- For C3.3 the 105 youth who either emancipated or turned 18 while in care would need to decrease to 97. (58.8%)

As to **Eliminating Racial Disproportionality and Disparity** data, the goal is to continue the trend for black children towards lower representation in substantiated referrals, entry into care and continuing in care along with other disparate outcomes as they are identified

- Substantiated Referrals:
  - Current Rate: 11.55%
  - SIP Goal Rate (15% reduction) 9.82%
- Entry Into Care:
  - Current Rate: 11.58%
  - SIP Goal Rate (15% reduction) 9.84%
- Continuing In Care (Point In Time):
  - Current Rate: 15.76%
  - SIP Goal Rate (15% reduction) 13.40%

There has been some correction for the over identification of Native American ethnicity which has by the nature of representation changed the historical numbers for all groups somewhat. As that correction continues the numbers will be recalculated and reported. Even with that correction there are likely some disproportionality issues for Native Americans that combine with ICWA compliance issues that indicate a need for a part of the ERDD SIP strategy to include Native Americans.

Fresno County's SIP will contribute to the achievement of each of the PIP strategies:

- **PIP Strategy One:** Permanency Team Meetings support all three of the SIP focus areas and at their core are based on engagement and case planning with families.
- **PIP Strategy Two:** With Permanency as an identified focus area it is intended that permanency will be a focus from the very beginning and even when reunification fails and time has passed there will be a continual re-visitation of exploring and seeking permanency options.
- **PIP Strategy Three:** In support of reunification and permanency in Permanency Teaming, the role of the resource family is crucial. The recruitment and training of caregivers is essential in the success of improvement strategies.
- **PIP Strategy Four:** Fresno County has a flourishing Wraparound program but the SIP envisions even greater opportunities in the use of Wraparound to achieve SIP goals.
- **PIP Strategy Five:** Training around Engagement, Permanency Teaming and Wraparound are essential elements that support improvement in the identified focus areas.
- **PIP Strategy Six:** Decision making along the whole spectrum in support of reunification and permanency must always place safety at the forefront. Improvement in the use of SDM tools coupled with a professional assessment of the interaction of any safety threats with child vulnerabilities and family protective capacities.

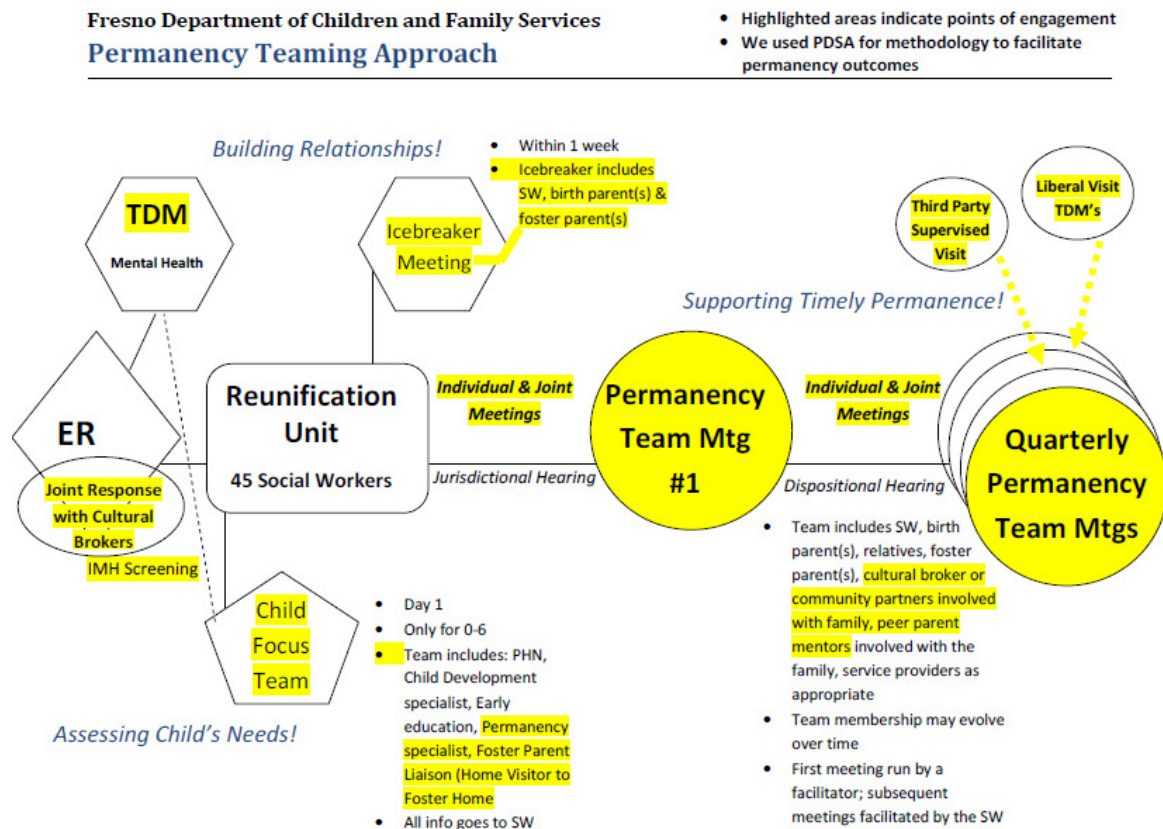
### **Existing Improvement Efforts**

- Strong data evaluation in all areas to identify growth opportunities and achievements
- Child Focus Team (for youth 5 and under)
- A strong focus on the progression of visitation in a timely fashion
- Third Party Supervised Visitation
- TDM's to support well planned liberal visits
- Better engagement with parents in Case Plan development
- Engaging families with services right at detention

- Rapid placement with relatives
- Engaging youth in Transition Conferences
- ILP Social Workers based in High Schools
- PP Panel (discussing permanency options)
- Heart Gallery
- Family finding
- Reinstating parental rights and providing FR services
- Cultural Brokers "community members that have received extensive training on the child welfare system, the Family to Family Initiative, including Team Decision Making (TDM) meetings and Family Group Conferences. Ideally (but not always) the brokers will be of the same culture as the family and/or have an extensive knowledge base of the family's culture. Some of Cultural Brokers will also have extensive knowledge of not only ethnic groups but will have knowledge of sub-cultures/specialized cultures such as substance abuse, domestic violence, ICWA, and immigration/undocumented persons and how best to serve these families."
- ERDD Family to Family Task Group
- Breakthrough Series Collaboratives
  - Educational outcomes for African American youth
  - ICWA BSC
- Collaboration with Project ASAP (Achieve Something Above Perfection)
- Mentor program at CSUF for African American youth
- Transcript analysis for African American youth High School students
- Association of Black Social Workers (Fresno Chapter) offered a training session entitled "Effective Practice: Working with African American Families".



Permanency Team Meetings are a strategy and will be the framework that most of the other improvement strategies will be built upon. The following chart provides a visual depiction of that framework. This depiction is however not intended to be static and as growths in strategies occur it will transform along with those developments:



## Logic Models

The CWS/Probation Matrix identifies Goals and Strategies intended to impact the experience of families and children in the Child Welfare or Probation systems. A logic model describes how resources used in organized activities lead to specific outputs that impact a particular outcome.

### Permanency Team Meetings

- *Resources used:* Staff, Parents, Youth, Substitute Care Providers, Collateral Supports
- *Organized activities:* Team Meetings
- *Specific outputs:* A Case Plan developed and executed in an engaged and collaborative manner that includes family input and ownership
- *A particular outcome:* families who are able to reunify will and for those who do not children will have an effective concurrent plan and achieve alternate permanency.

### Icebreakers

- *Resources used:* Staff, Parents, Youth, Substitute Care Providers
- *Organized activities:* Icebreakers
- *Specific outputs:* Parents and Substitute Care providers initiate a collaborative relationship around the best interests of the child
- *A particular outcome:* Children are more secure in their care as they experience the cooperative efforts of the adults. As the Substitute Care Providers engage in a productive relationship with the birth parents that support increases the opportunity for quality reunification.

### Third Party Supervised Visitation

- *Resources used:* Staff, Substitute Care Providers, Relatives
- *Organized activities:* TDM or PTM to review and plan for 3<sup>rd</sup> party Supervision
- *Specific outputs:* 3rd party Supervised visits
- *A particular outcome:* Parents and children have in person contact more frequently and in more natural surrounding leading to placement stability and a greater likelihood of reunification or alternative permanence.

### Liberal Visits

- *Resources used:* Staff, TDM facilitator, Substitute Care Providers
- *Organized activities:* A TDM or PTM to plan for Liberal Visits
- *Specific outputs:* A well thought out assessment and plan for Liberal Visits to be communicated to the DA and the court
- *A particular outcome:* Earlier, more productive Liberal Visits that lead to more frequent timely reunification

### Family Finding

- *Resources used:* Staff, CC251, Foster Family Agencies
- *Organized activities:* Case mining and family reengagement
- *Specific outputs:* Supportive relationships are identified
- *A particular outcome:* Youth have long term supportive adult relationships which at times can include placement

### Culturally Sensitive Parenting Classes

- *Resources used:* Staff, Cultural Brokers, parenting Educators. Curriculum
- *Organized activities:* African American Parenting Classes
- *Specific outputs:* Parents who are able to "hear" about effective methods of parenting
- *A particular outcome:* Children and parents live together in a nurturing environment in a manner relevant to their family culture

### Cultural Brokers

- *Resources used:* Staff, Cultural Brokers
- *Organized activities:* Cultural Broker participation in all aspects of a case
- *Specific outputs:* Parents who are heard by DSS and hear what DSS concerns are
- *A particular outcome:* productive engagement between DSS and the family

## Outcome: Timely Reunification

- C1.1 Reunification Within 12 Months (Exit Cohort)
- C1.2 Median Time To Reunification (Exit Cohort)
- C1.3 Reunification Within 12 months (Entry Cohort)

### Fresno County's Current Performance in C1.1 Reunification Within 12 Months (Exit Cohort):

C1.1 Reunification Within 12 Months (Exit Cohort) Exits to reunification during the year: Reunified in less than 12 months Selected Subset: Number of Days in Care: 8 days or more			
Fresno	JUL2006- JUN2007	JUL2007- JUN2008	JUL2008- JUN2009
Rate	31.7%	30.5%	35.5%
Reunification in less than 12 Months	88	85	134
Reunification in greater than or equal to 12 Months	190	194	243
Total	278	279	377

Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California*. Retrieved January 4, 2010, from University of California at Berkeley Center for Social Services Research website. URL: [http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)

The first reunification outcome indicator data set, C1.1, is an exit cohort that identifies, out of all youth who exited care through reunification in a 12-month period, how many and what percent reunified in less than 12 months. Fresno's rate has risen in the last period but continues to be far below the **state goal of 75.2%**.

There are two situations where a child would reunify in more than twelve months. One is where the reunification process continued past the twelve months for legitimate or avoidable reasons and the reunification happened sometime (a month, ten months, etc) after the twelve-month goal. The second situation is where reunification efforts had been terminated and the child was in Planned Permanent Living Arrangement status and things with the parent started improving and reunification was accomplished years later in spite of the discontinuation of reunification services.

The later instance is a good thing that happens which has a negative impact on data. The first instance, especially where the delay in reunification was for avoidable reasons, indicates a need for strategic interventions to support parents in their quest to reunify and ensure that the system does not work against them. Doing well in the former will support a positive movement in these numbers but that may be tempered by continued positive efforts in the later. The most recent period shows numerical increases in both and a simultaneous increase in the rate so improvement is possible.

**Fresno County's Current Performance in C1.2 Median Time To Reunification (Exit Cohort):**

<b>C1.2 Median Time To Reunification (Exit Cohort)</b> <b>Exits to reunification during the year: Median time to reunification</b> <b>Selected Subset: Number of Days in Care: 8 days or more</b> <b>Median Months in Care</b>			
<b>Age-Class</b>	<b>JUL2006- JUN2007</b>	<b>JUL2007- JUN2008</b>	<b>JUL2008- JUN2009</b>
<b>Under 1</b>	5.1	3.6	3.2
<b>1-2</b>	14.5	14	11.7
<b>3-5</b>	14.2	16	13.8
<b>6-10</b>	15.4	17.8	15.3
<b>11-15</b>	17.8	17.3	15.1
<b>16-17</b>	22.3	17.8	16.6
<b>Total</b>	15.8	16	13.8

Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California*. Retrieved January 4, 2010, from University of California at Berkeley Center for Social Services Research website. URL: [http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)

These numbers represent children sorted by age reunifying each year, identifying the median time in care by months. This is an exit cohort and candidates for reunification would include both children coming into the system as well as youth who have been in the system for some time.

The median time seems to be decreasing and it is getting closer to 12-months. This along with the C1.1 rate of 35.5% would seem to indicate that there are a significant number of reunifications that take place after 12-months but before 16-months. Children who are under one year old when they reunify logically must be reunifying in less than 12-months. The **state goal is under 5.4 months** so Fresno is improving but has a long way to meet that goal.

One qualifying consideration is that the many children who are unified at the TDM and return home in less than 8 days are not a part of this data set. Continued success in that effort will limit the movement of numbers in this data set. However strategic interventions to support parents in their quest to reunify and ensure that the system does not work against them will provide shorter timeframes overall for those who can reunify and improvement will be noticeable in this data set.



**Fresno County's Current Performance in C1.3 Reunification Within 12 months (Entry Cohort):**

<b>C1.3 Reunification Within 12 months (Entry Cohort)</b> <b>6-Month Entry Cohort</b> <b>Entries during 6-month period: Exit status at 12 months</b> <b>Selected Subset: Episode Count: First Entry</b> <b>Selected Subset: Number of Days in Care: 8 days or more</b>			
<b>Exit Type</b>	<b>JAN2006- JUN2006</b>	<b>JAN2007- JUN2007</b>	<b>JAN2008- JUN2008</b>
Reunified	29	60	56
Adopted	2	1	4
Guardianship	0	1	0
Emancipated	2	3	5
Other	5	10	4
Still in Care	137	242	267
<b>Total</b>	<b>175</b>	<b>317</b>	<b>336</b>
<b>Rate</b>	<b>16.6%</b>	<b>18.9%</b>	<b>16.7%</b>

Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California*. Retrieved January 4, 2010, from University of California at Berkeley Center for Social Services Research website. URL: [http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)

The data set for C1.3 indicates the exit status after twelve months of a six-month entry cohort. The advantage of an entry cohort is that it provides a clearer picture of how new entrants are faring without the convolution of the data with the experience of those who have been in the system for some time. The **state goal is greater than 48.4%** and Fresno is far from that. As previously stated, those reunified in less than 8 days are not counted in this data set which means that those most likely to be able to reunify in a short time frame have already done so and those who remain have more significant barriers to reunification and the efforts to overcome those barriers will be more extensive and prolonged. The number having found permanence in Adoption or Guardianship or having Emancipated is small so there are many still in care who represented candidates for timely reunification. Efforts to support families in reunification strategies in this plan will support timely reunification for more families and be reflected in data improvements in this data set.

A composite target (5% growth) is determined using the composite planner to achieve a composite score of 95:

- For C1.1 the 134 children who reunified would need to increase to 154 (40.8%)
- For C1.2 the median time for reunification would need to reduce from 13.8 months to 13.0 months
- For C1.3 the 56 children who reunified would need to increase to 76 (22.6%)
- For C1.4 the 34 children who reentered care would need to increase to no more than 40 (6.5%) This is a negative trend that would not be atypical of a situation where there are improvements in C1.1 through C1.3. A rise closer to the goal of less than or equal to 9.9% should trigger concern.

<b>Improvement Goal 1.0</b> <b>Permanency Teaming provides a structure for caseworkers and families to effectively engage in case planning and implementation with support from an extended team of collaborative partners.</b>							
<b>Strategy 1.1:</b> A Permanency Teaming Engagement campaign is provided for case managers, providers, foster parents, FFA staff, birth parents, youth and any other relevant partners.			<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale:</b> In order to properly implement the permanency teaming model the principals of engagement need to be understood and relationships developed that model and actualize engagement across the participation spectrum.		
			<input type="checkbox"/>	<b>CBCAP</b>			
			<input type="checkbox"/>	<b>PSSF</b>			
			<input checked="" type="checkbox"/>	<b>N/A</b>			
<b>Milestone</b>	<b>1.1.1</b> Learning Session #1 Focus on Resource Families		<b>Timeframe</b>	January 15, 2010		<b>Assigned to</b>	Permanency Teaming Engagement staff and participants, Casey TA
	<b>1.1.2</b> Learning Session #2 Focus on Youth			April 30, 2010			Permanency Teaming Engagement staff and participants, Casey TA
	<b>1.1.3</b> Learning Session #3 Focus on Birth Parents			July 30, 2010			Permanency Teaming Engagement staff and participants, Casey TA
	<b>1.1.4</b> Learning Session #4 Focus on Community Partners			October 29, 2010			Permanency Teaming Engagement staff and participants, Casey TA
<b>Strategy 1.2:</b> Permanency Team Meetings are the framework that all other strategies and resources are able to attach on to for effective and engaged planning and execution of Case Plans.			<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale:</b> Having a structure for how "business is done" will create and support consistent attention to engaged case planning and execution and will transcend any individual transitions within the team including the case manager. The team approach also ensures that there is a broad based perspective that includes that of the parents, care providers and youth.		
			<input type="checkbox"/>	<b>CBCAP</b>			
			<input type="checkbox"/>	<b>PSSF</b>			
			<input checked="" type="checkbox"/>	<b>N/A</b>			
<b>Milestone</b>	<b>1.2.1</b> FR Social Workers start with one case utilizing the PTM process and build from that to expand to the full caseload		<b>Timeframe</b>	December 31, 2010		<b>Assigned to</b>	FR social workers and supervisors, Permanency Team Members
	<b>1.2.2</b> PPLA Social Workers are trained and prepared to utilize the PTM process			November 30, 2010			PP social workers and supervisors
	<b>1.2.3</b> PPLA SWs utilize the PTM process on cases coming from FR with PTM in place			November 30, 2010 and ongoing			PP social workers and supervisors, Permanency Team Members
	<b>1.2.4</b> PPLA Social Workers utilize the PTM process on cases already existing in PPLA			March 1, 2013			PP social workers and supervisors, Permanency Team Members
The review and oversight of the progress and utilization of the Permanency Team Meeting strategies is accomplished through the collaboration of the AB636 System Improvement Social Work Supervisor and the respective Program Managers.							

<b>Strategy 1.3:</b> Permanency Teaming supports Icebreakers between birth parents and substitute care providers held within a week of case assignment to the Reunification worker.		<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale:</b> From the very beginning, the resource parent is included as a part of the team that will support the child and family. Resource parents receive critical information about the child right away. A relationship between the parents and resource parents starts and often as the relationship grows the resource parent can offer support and mentoring to the parents as they work toward reunification.	
		<input type="checkbox"/>	<b>CBCAP</b>		
		<input type="checkbox"/>	<b>PSSF</b>		
		<input checked="" type="checkbox"/>	<b>N/A</b>		
<b>Milestone</b>	<b>1.3.1</b> Training is provided to Social Work Supervisors regarding the utilization of Icebreakers in the Permanency team model	<b>Timeframe</b>	March 31, 2010	<b>Assigned to</b>	TA from Annie E Casey, Karrie Biehle and Stefanie Nieto-Johnson and Kate Welty
	<b>1.3.2</b> Training is provided to Social Workers regarding the utilization of Icebreakers in the Permanency team model		August 31, 2010		TA from Annie E Casey, Karrie Biehle and Stefanie Nieto-Johnson and Kate Welty
	<b>1.3.3</b> Permanency Teaming cases have expanded to all cases and they hold Icebreakers as allowable		December 31, 2010		FR Program Managers, Social Work Supervisors and Social Workers
The review and oversight of the progress and utilization of the Icebreaker strategy is accomplished through the collaboration of the AB636 System Improvement Social Work Supervisor and the respective Program Managers.					

<b>Strategy 1.4:</b> Permanency Teaming supports Case Manager's discussions with birth parents, youth (as appropriate) substitute care providers, relatives, etc regarding concurrent planning issues and options.			<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale:</b> The sooner that sensitive yet direct discussions can occur about the options available when reunification is not successful the sooner that a child can be in the home that will be permanent should reunification not occur.	
			<input type="checkbox"/>	<b>CBCAP</b>		
			<input type="checkbox"/>	<b>PSSF</b>		
			<input checked="" type="checkbox"/>	<b>N/A</b>		
<b>Milestone</b>	<b>1.4.1</b> Assessment workers are a part of Permanency Teams and bring their skills for communicating alternate permanency options	<b>Timeframe</b>	July 30, 2010		<b>Assigned to</b>	Assessment workers and Permanency Teams
	<b>1.4.2</b> Parents are included in the "FR Panel" where decisions in cases where not offering Reunification Services is a legal option are assessed.		May 31, 2010			FR Panel members and Permanency Teams
	<b>1.4.3</b> An MOU with Foster Family Agencies is enacted that directs support and involvement of FFA's in the development of a productive concurrent plan		May 31, 2010			Foster Family Agencies and Permanency Teams
The Foster Family Agency MOU has been in development for over a year in collaboration with the Foster Family Agencies who are in agreement with the best practices set forth in the MOU. The MOU will go before the BOS for approval. The MOU allows for the Department and the FFAs to hold one another accountable for best practice.						

<b>Strategy 1.5:</b> Permanency Teaming supports intentional and effective planning regarding the progression of visits, including 3 <sup>rd</sup> party supervised visits and liberal visits.		<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale</b> The proper progression of visitation is key to many things but especially timely reunification. Unnecessary delays in such progression hinders the timeliness of reunification and in fact may be a barrier to reunification altogether.	
		<input type="checkbox"/>	<b>CBCAP</b>		
		<input type="checkbox"/>	<b>PSSF</b>		
		<input checked="" type="checkbox"/>	<b>N/A</b>		
<b>Milestone</b>	<b>1.5.1</b> The interplay between initial visits and the PTM process is examined and systemic barriers are identified and strategies to remove the barriers are developed and implemented.	<b>Timeframe</b>	June 30, 2010	<b>Assigned to</b>	PTM support team and the visitation Social Work Supervisor
	<b>1.5.2</b> The interplay between Third Party Supervised Visitation and the PTM process is examined and systemic barriers are identified and strategies to remove the barriers are developed and implemented.		August 31, 2010		PTM support team and the visitation Social Work Supervisor
	<b>1.5.3</b> The interplay between Liberal Visits and the PTM process is examined and systemic barriers are identified and strategies to remove the barriers are developed and implemented. This would include the use of the TDM process to support Liberal Visit planning.		August 31, 2010		PTM support team and the visitation Social Work Supervisor
The review and oversight of the progress and utilization of the progressive visitation strategy is accomplished through the collaboration of the AB636 System Improvement Social Work Supervisor and the respective Program Managers.					

<b>Improvement Goal 2.0</b> <b>In situations where the behavioral and emotional needs of a youth in placement challenge the possibility of placement back in the family home utilization of MTFC or Wraparound services are explored.</b>						
<b>Strategy 2. 1:</b> Training is provided to staff regarding the MTFC and Wraparound programs.			<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale:</b> Staff will be better able and more likely to identify when MTFC or Wraparound would assist the youth and families in their caseloads when they have a more thorough understanding of the services.	
			<input type="checkbox"/>	<b>CBCAP</b>		
			<input type="checkbox"/>	<b>PSSF</b>		
			<input checked="" type="checkbox"/>	<b>N/A</b>		
<b>Milestone</b>	<b>2.1.1</b> Training is provided to the West Metro FR and PP case managers	<b>Timeframe</b>	August 31, 2010		<b>Assigned to</b>	EMQ FamiliesFirst, DSS Wraparound Liaisons, West Metro PP and FR staff
	<b>2.1.2</b> Training is provided to the Central Campus FR and PP case managers		October 29, 2010			EMQ FamiliesFirst, DSS Wraparound Liaisons, central Campus PP and FR staff
	<b>2.1.3</b> Training is provided as needed		As staff turnover or other factors determine the need for refresh			EMQ FamiliesFirst, DSS Wraparound Liaisons, PP and FR staff
<b>Improvement Goal 3.0</b> <b>Engagement with parents is supported through the use of existing and expanded structures and resources.</b>						
<b>Strategy 3. 1</b> Cultural Brokers and Parent Partners function as a bridge between the parents and the agency, helping the parents to understand the process and the agency to understand the parents.			<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale</b> Not surprisingly there are barriers to understanding between parents and the agency accentuated by the normal emotions associated with the removal of children. A "neutral" party with understanding of the dynamics carries the potential of overcoming these barriers and supporting an engaged relationship between parents and case managers.	
			<input type="checkbox"/>	<b>CBCAP</b>		
			<input type="checkbox"/>	<b>PSSF</b>		
			<input checked="" type="checkbox"/>	<b>N/A</b>		
<b>Milestone</b>	<b>3.1.1</b> Cultural Brokers and Parent Partners will participate in Permanency Teams as families that they work with utilize the PTM process.	<b>Timeframe</b>	Start will coincide with the date of the first TDM for a family with a Cultural Broker attached		<b>Assigned to</b>	Cultural Brokers, Parent Partners, Permanency Teams
	<b>3.1.2</b> Cultural Brokers are expanded as a resource available to Permanency Teams		July 1, 2011			Cultural Broker team
	<b>3.1.3</b> Parent Partners are expanded as a resource available to Permanency Teams		July 1, 2011			Parent Partners team
The review and oversight of the progress and utilization of the Cultural Brokers and Parent Partners in Permanency Team Meeting strategies is accomplished through the collaboration of the AB636 System Improvement Social Work Supervisor and the respective teams. Growth is contingent upon the development of both fiscal and human resources with Cultural Brokers and Parent Partners						

## Outcome: Permanence

- C3.1 Exits to Permanency (24 Months in Care)
- C3.3 In Care 3 Years or Longer (Emancipated Or Age 18 in Care)

### Fresno County's Current Performance in C3.1 Exits to Permanency (24 Months in Care):

C3.1 Exits To Permanency (24 Months In Care)			
In care on the first day of the year (24 months or longer): Exit to permanency by the end of the year and before age 18			
	JUL2006- JUN2007	JUL2007- JUN2008	JUL2008- JUN2009
Rate	12.7%	13.7%	16.6%
Exited to reunification by end of year and before age 18	47	42	38
Exited to adoption by end of year and before age 18	96	108	84
Exited to guardianship by end of year and before age 18	20	13	57
Exited to non-permanency by end of year	100	105	94
Still in care	1,025	925	807
Total	1,288	1,193	1,080

Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California*. Retrieved January 4, 2010, from University of California at Berkeley Center for Social Services Research website. URL: [http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)

The data set for C3.1 considers all youth who had been in care for 24 months or longer at the beginning of a twelve month period and how many and what percentage exited to formal permanency by reunification, adoption or guardianship before the end of the twelve months or before turning 18.

The **state goal is a rate greater than 29.1%**. Fresno's rate has been increasing but the rate is consistently no better than half of the target rate. The number in care for more than 24 months is steadily decreasing and the number reunifying is also decreasing. The number being adopted is generally fluctuating. The number exiting for guardianship was significantly higher in the last twelve month period. A category added in the 2009 Q2 data is exiting to non-permanency and that number is generally near 100.

This is the group of youth who did not have positive outcomes when it came to timely adoption or reunification so low rates of success in those former outcomes makes better performance in this outcome all that much more important.

### Fresno County's Current Performance in C3.3 In Care 3 Years or Longer (Emancipated Or Age 18 in Care):

C3.3 In Care 3 Years Or Longer (Emancipated Or Age 18 In Care) Emancipated or age 18 in care during the year: In care 3 years or longer			
	JUL2006- JUN2007	JUL2007- JUN2008	JUL2008- JUN2009
Rate	72.5%	75.3%	63.6%
In care less than 3 years	44	41	60
In care 3 years or longer	116	125	105
Total	160	166	165

Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California*. Retrieved January 4, 2010, from University of California at Berkeley Center for Social Services Research website. URL: [http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)

The data set for C3.3 considers all youth in a twelve month period who exited care via emancipation or turn 18 while in care and considers if they had been in care for three years or longer. The **state goal is that this rate be less than 37.5%**. In Fresno the rate has fluctuated but been consistently at least 75% above that goal. Fresno, like most other counties has a large number of youth who have been in care for some time without having found permanence. Structuring the work in the PPLA division to always consider ways to move towards formal permanence, even for those who have been in care for some time is essential. More effective efforts to develop and support a viable concurrent plan will reduce the number of children that land in PPLA and linger long enough to emancipate.

A composite target (5.8% growth) using the composite planner to achieve a composite score of 99.9:

- For C3.1 the 179 children who exited to permanency would need to increase to 195. (18.1%)
- For C3.2 the 175 youth exited to permanency out of the cohort of 181 legally free youth is unlikely to change much due to the small number involved so for this exercise it will remain constant. (96.7%)
- For C3.3 the 105 youth who either emancipated or turned 18 while in care would need to decrease to 97. (58.8%)



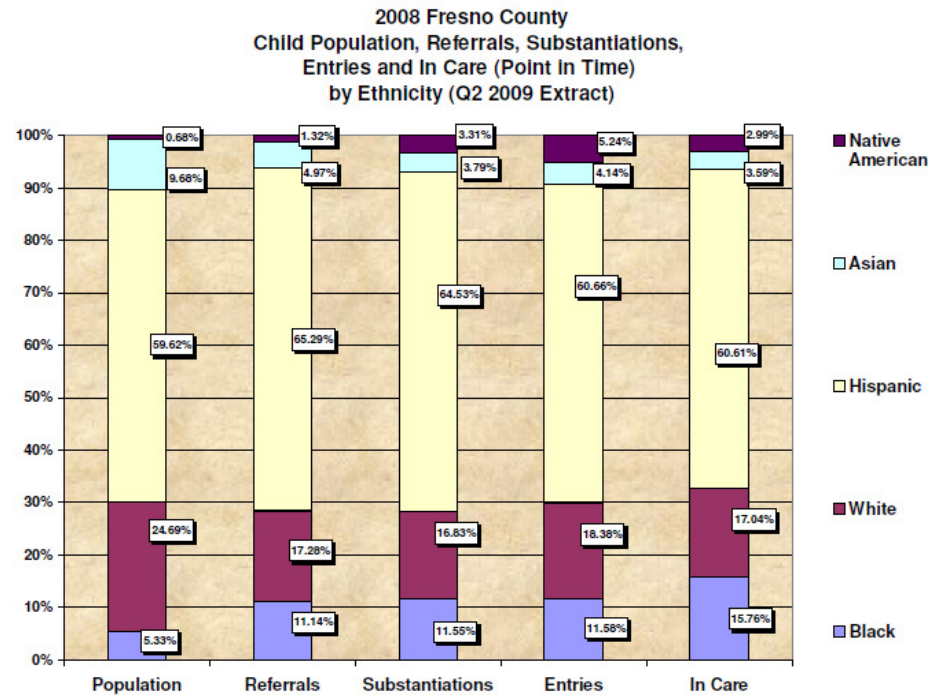
Improvement Goal 1.0 Youth who are in PPLA are regularly assessed for permanency options						
Strategy 1. 1: Permanency Teaming will create continuity in planning for permanency for youth who have not had the opportunity to reunify. Some will have a concurrent plan that needs to be supported and actualized; others will need permanency options to be developed.			<input type="checkbox"/>	CAPIT	Strategy Rationale: Permanency Teams that began in reunification will continue as the case transitions into PPLA. Historical PPLA cases will be phased in with Permanency Teams. The Team carries the energy and momentum of permanency work and changes in case managers will not lead to a dynamic of "going back to square one" each time.	
			<input type="checkbox"/>	CBCAP		
			<input type="checkbox"/>	PSSF		
			<input checked="" type="checkbox"/>	N/A		
Milestone	1.1.1 Criteria for the utilization of a Permanency Team Meeting in PPLA is developed. More accurately defining the limited number of situations where a Permanency Team Meeting is not utilized	Timeframe	June 30, 2011		Assigned to	PPLA staff, PTM team support
	1.1.2 The situation for a youth is examined in a PP panel and the opportunity to form a Permanency Team for that youth is explored		July 1, 2011and ongoing			PPLA staff, PTM team support
	1.1.3 All appropriate youth in PPLA will have a Permanency Team		June 1, 2013			PPLA staff, PTM team support
The review and oversight of the progress and utilization of the Permanency Team Meeting strategies is accomplished through the collaboration of the AB636 System Improvement Social Work Supervisor and the respective Program Managers.						

<b>Strategy 1. 2:</b> Youth who do not have apparent permanency options will benefit from Family Finding efforts that engage persons who care about the youth but have not been asked to be involved recently		<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale:</b> With a targeted effort of going through case records and engaging in Family Finding with the youth permanency options can be identified that had not been obvious previously	
		<input type="checkbox"/>	<b>CBCAP</b>		
		<input type="checkbox"/>	<b>PSSF</b>		
		<input checked="" type="checkbox"/>	<b>N/A</b>		
<b>Milestone</b>	<b>1.2.1</b> Select cases are mined for potential family finding efforts	<b>Timeframe</b>	Currently occurring as self initiated by staff, organized expansion by December 31, 2010	<b>Assigned to</b>	CC25I staff participants and agency partners
	<b>1.2.2</b> Family Finding will include fathers and paternal relatives		December 31, 2010		CC25I staff participants and agency partners
	<b>1.2.3</b> As youth are reviewed in PP panels and Permanency Teams are developed for those youth as needed Family Finding efforts expand to those youth		January 31, 2011 and ongoing		Permanency Teams, CC25I staff participants and agency partners
	<b>1.2.4</b> An MOU with FFA's is enacted that directs support and involvement of FFA's in permanency efforts such as Family Finding		January 31, 2011		Foster Family Agencies and Permanency Teams
The Foster Family Agency MOU has been in development for over a year in collaboration with the Foster Family Agencies who are in agreement with the best practices set forth in the MOU. The MOU will go before the BOS for approval. The MOU allows for the Department and the FFAs to hold one another accountable for best practice. The review and oversight of the progress and utilization of the Family Finding strategy is accomplished through the collaboration of the AB636 System Improvement Social Work Supervisor and the respective Program Managers.					

<b>Improvement Goal 2.0</b> <b>In situations where the behavioral and emotional needs of a youth in placement challenge the possibility of placement back in the family home utilization of MTFC or Wraparound services are explored.</b>							
<b>Strategy 2. 1:</b> Training is provided to staff regarding the MTFC and Wraparound programs.			<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale:</b> Staff will be better able and more likely to identify when MTFC or Wraparound would assist the youth and families in their caseloads when they have a more thorough understanding of the services.		
			<input type="checkbox"/>	<b>CBCAP</b>			
			<input type="checkbox"/>	<b>PSSF</b>			
			<input checked="" type="checkbox"/>	<b>N/A</b>			
<b>Milestone</b>	<b>2.1.1</b> Training is provided to the West Metro FR and PP case managers		<b>Timeframe</b>	August 31, 2010		<b>Assigned to</b>	EMQ FamiliesFirst, DSS Wraparound Liaisons, West Metro PP and FR staff
	<b>2.1.2</b> Training is provided to the Central Campus FR and PP case managers			October 29, 2010			EMQ FamiliesFirst, DSS Wraparound Liaisons, central Campus PP and FR staff
	<b>2.1.3</b> Training is provided as needed			As staff turnover or other factors determine the need for refresh			EMQ FamiliesFirst, DSS Wraparound Liaisons, PP and FR staff, Wraparound Leadership Team (monitor)
<b>Improvement Goal 3.0</b> <b>The positive role of the birth family and/or relatives is supported even when reunification is not possible</b>							
<b>Strategy 3. 1</b> Review cases for family involvement and reconnect to either reconsider placement or ensure relationship support through visitation			<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale</b> At times when placement was not possible there was not a mindset towards supporting the relationship anyway through visits and call.		
			<input type="checkbox"/>	<b>CBCAP</b>			
			<input type="checkbox"/>	<b>PSSF</b>			
			<input checked="" type="checkbox"/>	<b>N/A</b>			
<b>Milestone</b>	<b>3.1.1</b> Youth with potential family resources are identified in a PP Panel or Permanency Team Meeting		<b>Timeframe</b>	November 30, 2010 and ongoing		<b>Assigned to</b>	PPLA staff
	<b>3.1.2</b> Family is reengaged to connect to the youth			November 30, 2010 and ongoing			PPLA staff
	<b>3.1.3</b> Relationships are supported and developed			November 30, 2010 and ongoing			PPLA staff
The review and oversight of the progress and utilization of the family reengagement strategy is accomplished through the collaboration of the AB636 System Improvement Social Work Supervisor and the respective Program Managers.							

## Outcome: Eliminating Racial Disparities and Disproportionality

### Fresno County's Current Performance:



Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Ataie, Y., Atkinson, L., Blumberg, R., Cuccaro-Alamin, S. (2008). Child Welfare Services Reports for California.

While Black children represented 5.33% of the population they represented 11.4% of the children with referrals, more than double their population representation. Representation in substantiations was slightly higher at 11.55%. Continuing the undesirable trend, entries into care were slightly higher again with an 11.58% representation. In Care rates are the highest (15.76%) because as a “point in time” data set it would carry the inequities in entry for all previous years. The need for further SIP strategies is clear.

There has been some correction for the over identification of Native American ethnicity which has by the nature of representation changed the historical numbers for all groups somewhat. As that correction continues the numbers will be recalculated and reported. Even with that correction there are likely some disproportionality issues for Native Americans that combine with ICWA compliance issues that indicate a need for a part of the ERDD SIP strategy to include Native Americans.

<b>Improvement Goal 1.0</b> <b>A continually developing understanding of the depth and breadth of Disproportionality is achieved through a constantly growing review of the data indicators of the challenge that explores all aspects of participation in the Child Welfare process.</b>					
<b>Strategy 1. 1:</b> The Self Evaluation Team has as a top priority the exploration of disproportionality data from the standard decision point view to the deeper explorations of all other available outcomes and dynamics <a href="http://www.co.fresno.ca.us/SelfEvalDisp">http://www.co.fresno.ca.us/SelfEvalDisp</a>		<input type="checkbox"/> <b>CAPIT</b> <input type="checkbox"/> <b>CBCAP</b> <input type="checkbox"/> <b>PSSF</b> <input checked="" type="checkbox"/> <b>N/A</b>	<b>Strategy Rationale:</b> While anecdotal information is valuable to detail the visceral need for improvement, data is the tool that explores the depth of the challenges and indicates positive movement and needs for continued growth		
<b>Milestone</b>	<b>1.1.1</b> The Self Evaluation Team determines points of value for deeper exploration	<b>Timeframe</b>	March- June 2010		The Self Evaluation Team
	<b>1.1.2</b> The Self Evaluation Team provides a look at 2009 data in all outcomes using the Q4 2009 Extract		July 31, 2010		The Self Evaluation Team
	<b>1.1.3</b> The Self Evaluation Team provides a longitudinal perspective on decision point data that includes 2009 data using the Q4 2009 Extract and shares the data with staff and the community on-line and in person		August 31, 2010		The Self Evaluation Team
	<b>1.1.4</b> The Self Evaluation Team provides a longitudinal perspective on decision point data that includes 2010 and all 2010 outcomes data using the Q4 2010 Extract and shares the data with staff and the community on-line and in person		August 31, 2011		The Self Evaluation Team
	<b>1.1.5</b> The Self Evaluation Team provides a longitudinal perspective on decision point data that includes 2011 and all 2011 outcomes data using the Q4 2011 Extract and shares the data with staff and the community on-line and in person		August 31, 2012		The Self Evaluation Team
	<b>1.1.6</b> The Self Evaluation Team provides data as requested for the purpose of assessing and supporting ERDD efforts		Any time as requested		The Self Evaluation Team

<b>Improvement Goal 2.0</b>						
<b>Participate as the subject of an "Institutional Analysis" related to the consideration that systemic constructs within an institution contain hidden and unintended consequences that contribute to Racial Disparities and Disproportionality</b>						
<b>Strategy 2. 2</b> Fresno is the single jurisdiction invited by the Annie E. Casey Foundation (AECF) to participate in an “Institutional Analysis” in 2009			<input type="checkbox"/> <b>CAPIT</b>	<b>Strategy Rationale</b> The Institutional Analysis is a diagnostic tool developed by the Center for the Study of Social Policy in partnership with Praxis International to reveal systemic problems, rather than the behaviors or actions of certain individuals, which are contributing to greater inequities for some children, youth and families.		
			<input type="checkbox"/> <b>CBCAP</b>			
			<input type="checkbox"/> <b>PSSF</b>			
			<input checked="" type="checkbox"/> <b>N/A</b>			
<b>Milestone</b>	<b>2.2.1</b> The research question is developed	<b>Timeframe</b>	Accomplished September 2009		<b>Assigned to</b>	Disproportionality Advisory Committee Center for the Study of Social Policy
	<b>2.2.2</b> The case based review occurs		Accomplished November 2009			Disproportionality Advisory Committee Center for the Study of Social Policy
	<b>2.2.3</b> Institutional Analysis Week is held which includes a broad array of interview subjects around the structure of service delivery within and around the child welfare system		Accomplished November 30, 2009 through December 4, 2009			Disproportionality Advisory Committee Center for the Study of Social Policy
	<b>2.2.4</b> The Institutional Analysis Report is received and reviewed.		June 30, 2010			Disproportionality Advisory Committee Center for the Study of Social Policy
	<b>2.2.5</b> Recommendations from the Institutional Analysis Report are reviewed and responses are strategically developed and implemented		August 31, 2010 and continuing			Disproportionality Advisory Committee Center for the Study of Social Policy
The review and oversight of the progress and implementation of the developed strategies and processes is accomplished through the work of the Disproportionality Advisory Committee which includes but is not limited to Quality Assurance, the AB636 System Improvement Social Work Supervisor and the respective Program Managers.						

<b>Improvement Goal 3.0</b>						
<b>The cultural sensitivity of services is developed and supported</b>						
<b>Strategy 3. 1</b> Cultural brokers are supported, expanded and strategically deployed			<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale</b> Cultural brokers provide a voice for the families to support a sensitivity to the role that culture plays in the dynamics of the family and how that is interpreted relative to safety, permanence and well being.	
			<input type="checkbox"/>	<b>CBCAP</b>		
			<input type="checkbox"/>	<b>PSSF</b>		
			<input checked="" type="checkbox"/>	<b>N/A</b>		
<b>Milestone</b>	<b>3.1.1</b> Cultural Brokers respond with ER social workers in a joint community response with families who meet the criteria	<b>Timeframe</b>	Presently and to expand by July 1, 2011		<b>Assigned to</b>	Cultural Brokers and ER staff
	<b>3.1.2</b> Cultural brokers have an on site presence at the new West Fresno Regional Center office		July 1, 2011			Cultural Brokers and West Fresno Regional Center staff
	<b>3.1.3</b> As the Permanency Team Meeting process is established (see Timely Reunification Strategy 1.2) Cultural Brokers will have a strong role and will identify to Quality Assurance if and when they are not utilized		December 31, 2010 and continuing			Cultural Brokers, Quality Assurance and Permanency Teammates
<b>Strategy 3. 2</b> A parenting class utilizing the Nurturing Parenting Curriculum with specific cultural perspectives woven in is utilized by African American Families			<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale</b> Services that are the most effective are those that take into account cultural dynamics and frames of reference. A parenting class that accomplishes this will find participants more likely to value and implement the lessons learned.	
			<input type="checkbox"/>	<b>CBCAP</b>		
			<input type="checkbox"/>	<b>PSSF</b>		
			<input checked="" type="checkbox"/>	<b>N/A</b>		
<b>Milestone</b>	<b>3.2.1</b> Trainers for the African American Nurturing Parenting Curriculum are recruited and trained	<b>Timeframe</b>	Accomplished Fall 2009		<b>Assigned to</b>	Cultural brokers, CVTA, training candidates, West Metro Collaborative, Nurturing Parenting Instructors
	<b>3.2.2</b> Locations and dates are identified for the provision of the African American Nurturing Parenting classes		July 31, 2010			Cultural brokers, CVTA, training candidates, West Metro Collaborative, Nurturing Parenting Instructors
	<b>3.2.3</b> African American Nurturing Parenting classes are provided		August 31, 2010 and continuing as needed (based on demand)			Cultural brokers, CVTA, training candidates, West Metro Collaborative, Nurturing Parenting Instructors
The review and oversight of the progress and implementation of the African American Nurturing Parenting Curriculum (an EBP) is accomplished through the work of the Disproportionality Advisory Committee which includes but is not limited to Quality Assurance, the AB636 System Improvement Social Work Supervisor and the respective Program Managers.						

## Probation Outcome: Timely Reunification

### Improvement Goal 1.0 Timely Reunification

Through engagement and support through service provision of youth and parents youth will successfully be with their families in a timely manner

#### Strategy 1. 1

Increase parent/guardian and youth participation in family therapy

- |                                     |              |
|-------------------------------------|--------------|
| <input type="checkbox"/>            | <b>CAPIT</b> |
| <input type="checkbox"/>            | <b>CBCAP</b> |
| <input type="checkbox"/>            | <b>PSSF</b>  |
| <input checked="" type="checkbox"/> | <b>N/A</b>   |

#### Strategy Rationale

Timely reunification is achieved in a timelier manner when family therapy begins earlier in the process rather than later. Many providers believe that they need to “fix” the youth before they begin therapy. Getting to the issues of “removal” earlier help in assisting the family to work through their issues.

Milestone	1.1.1 Learning session to seek training from UC Davis Extension and/or County Mental Health on therapeutic models that support early family therapy.	Timeframe	Assigned to
	1.1.2 Meet with group home providers, FFA's, and County Mental Health to discuss therapy issue and compliance. Group Home advisory meeting and individual meetings with administrative providers.	October 15, 2010  January 11, 2010 April 19, 2010 August 16, 2010 December 6, 2010 (continuing through 2011 – 2012 dates yet to be determined)	Training Manager Placement Manager (monitored and assessed by Training Manager, Placement Manager, and Division Director)  Chief Probation Officer Division Director Placement Manager DPO IV's DPO III
	1.1.3 Implement procedure that requires a team meeting with parent/guardian, caregiver, therapist, and Deputy Probation Officer within 60 days of placement to discuss therapy plan. The Court reports will also add a section discussing the “meeting” with all parties and its outcome.	November 15, 2010	Division Director Placement Manager DPO IV's Automation Services



<b>Strategy 1. 2</b> Support parents/guardians with parenting classes, drug treatment, and drug testing.		<input type="checkbox"/> <b>CAPIT</b> <input type="checkbox"/> <b>CBCAP</b> <input type="checkbox"/> <b>PSSF</b> <input checked="" type="checkbox"/> <b>N/A</b>	<b>Strategy Rationale</b> In delinquency matters, Probation is not required to pay for reunification services such as parenting classes, drug treatment, and drug testing. Although Probation refers parents/guardians to these services, they often do not comply due to the costs associated with paying for these services. Probation therefore cannot return the youth home because there is no manner of determining the parents/guardian level compliance to the Court. By providing this service we could monitor parents' compliance and ensure a safer return to the parent/guardian.
<b>Milestone</b>	<b>1.2.1</b> Use CWS / OIP funds to contract for parenting classes for the parents of delinquency youth in care. Add on to current Social Services contracted providers.	<b>Timeframe</b>	<b>Assigned to</b>
		<u>April 30, 2010</u> Set contract meeting with DSS & Probation <u>June 1 ,2010</u> Finalize MOU agreement <u>July 30, 2010</u> Begin referral process <u>January 30, 2011</u> Review utilization of services for increase or decrease. Attendance and parent cooperation will be reviewed <u>July 30, 2011</u> Review existing MOU, need for services, or alternatives if CWS/OIP funds are not available <u>January 30, 2011</u> Review project and updates on sustainability	<b>Division Director</b> <b>Placement Manager</b> <b>Probation Business Manager</b> <b>DPO IV's</b> <b>Department of Social Services</b> <b>Administration</b>

	<p><b>1.2.2</b> Use CWS / OIP funds to contract for drug treatment services. Add on to current Social Services Contracted providers.</p>	<p><u>February 1, 2011</u> Set contract meeting with DSS &amp; Probation, explore in and out patient programs in the community and the viability of utilization <u>August 15, 2011</u> If services are available and funding is secured for 2011 -2012 fiscal year, begin the MOU process <u>November 1, 2011</u> Implement treatment referral process <u>March 12, 2012</u> Evaluate referral and parent compliance with services, make recommendations if needed. <u>August 1, 2012</u> Evaluate funding and sustainability of services</p>	<p><b>Division Director Placement Manager DPO IV's Department of Social Services administration</b></p>
	<p><b>1.2.3</b> Use CWS / OIP funds to contract for drug testing services. Add on to the current Social Services contracted providers.</p> <p>To run concurrent with parenting classes MOU</p>	<p><u>April 30, 2010</u> Set contract meeting with DSS &amp; Probation <u>June 1, 2010</u> Finalize MOU agreement <u>July 30, 2010</u> Begin referral process <u>January 30, 2011</u> Review utilization of services for increase or decrease. Attendance and parent cooperation will be reviewed <u>July 30, 2011</u> Review existing MOU, need for services, or alternatives if CWS/OIP funds are not available <u>January 30, 2011</u> Review project and updates on sustainability</p>	<p><b>Division Director Placement Manager DPO IV's Department of Social Services administration</b></p>

<b>Strategy 1.3</b> Utilize pre-placement/family maintenance services or SB 163/wraparound services before physical removal or within 6-months of removal		<input type="checkbox"/> <b>CAPIT</b>	<b>Strategy Rationale</b> Giving youth and families an opportunity to succeed and maintain in their homes and community earlier in the process, rather than after removal. When appropriate reunifying youth and parent/guardian earlier with support services such as SB 163/wraparound services.		
		<input type="checkbox"/> <b>CBCAP</b>			
		<input type="checkbox"/> <b>PSSF</b>			
		<input checked="" type="checkbox"/> <b>N/A</b>			
<b>Milestone</b>	<b>1.3.1</b> Provide in service training with attorneys and the Court/bench on SB 163 services and pre-placement/family maintenance services  All trainings to be monitored by the SB 163/Wraparound monthly meetings and become part of the mandatory agenda items.	<b>Timeframe</b>	<u>May 24, 2010</u> SB 163 Wrap teams and Probation to schedule in-service training for Juvenile Bench Judges <u>September 20, 2010</u> SB 163 Wrap teams and Probation to schedule in-service training for the District Attorneys Office <u>January 20, 2011</u> SB 163 Wrap teams and Probation to schedule in-service training for public defenders office <u>April 20, 2011</u> SB 163 Wrap teams and Probation to schedule in-service training for alternative defense office attorneys <u>October 25, 2011</u> SB 163 Wrap teams and Probation to review training for new Judges, Attorneys, and Probation staff. <u>January 30 2012</u> Contract all collaborative and justice partners to review the need for ongoing training	<b>Assigned to</b>	<b>Division Director Placement Manager Probation SB 163/wraparound and Pre-placement supervision officers Department of Social Services SB163 supervisor/liaisons Contracted service provider(s)</b>

	<p><b>1.3.2</b> Provide in service training for Juvenile Division officers in Court Services, investigations, and supervision units</p> <p>Process monitored by Lead SB 163 Deputy Probation Officer and Placement Manager. Training will be discussed at Monthly Juvenile Probation Management Team.</p>	<p><u>May 1, 2010 to June 30, 2010</u> SB 163 Wrap teams and Probation Wrap Officers, and PSM to schedule in-service training for Court Service Units, Supervision, and JJC institution staff. <u>February 20, 2011</u> SB 163 Wrap teams and Probation to schedule in-service training for new officers in the Juvenile Division.</p>	<p><b>Division Director Placement Manager Probation SB 163/wraparound and Pre-placement supervision officers Department of Social Services SB163 supervisor/liaisons Contracted service provider(s)</b></p>
	<p><b>1.3.3</b> Create new protocol/procedure to screen new cases for alternative support services and prior to every pre-permanency hearing, conduct a staffing with the case officer, Sr. Officer, and Manager for consideration for early return home to parent/guardian when appropriate.</p>	<p><u>August 20, 2011</u> Establish a unit committees to begin the written planed protocol and process for staffing and screening <u>December 1, 2011</u> Finalize protocol, provide internal training by committee, and begin implementation <u>February 21, 2012</u> Reconvene committee to review protocol and procedure. Add section to case plan and court reports that addresses early reunification and steps that would make it possible for this to occur or barriers i.e. safety.</p>	<p><b>Division Director Placement Manager DPO IV's</b></p>

## Probation Outcome: Transition to Self-Sufficient Adulthood / Emancipation

### Improvement Goal 1.0

**Youth are supported and guided in their transition to self-sufficient adulthood / emancipation**

#### Strategy 1. 1

Begin transition planning earlier than six months from reaching the age a majority. Planning should begin before the age of 17 and should be ongoing.

<input type="checkbox"/>	<b>CAPIT</b>
<input type="checkbox"/>	<b>CBCAP</b>
<input type="checkbox"/>	<b>PSSF</b>
<input checked="" type="checkbox"/>	<b>N/A</b>

#### Strategy Rationale

In order for youth to achieve successful self-sufficiency to adulthood or emancipation, they require support and planning by their Deputy Probation Officer.

<b>Milestone</b>	<b>1.1.1</b> Learning session to seek training from UC Davis Extension and/or ILP services on how to engage youth on transition planning Monitored by Training Manager, Juvenile Placement Manager, and Juvenile Director	<b>Timeframe</b>	<u>June 1, 2010</u> Meet with UC Davis Extension staff to set up training for Fresno County Placement Officers and neighboring Counties (Madera, Merced, Tulare)	<b>Assigned to</b>	<b>Training Manager</b> <b>Placement Manager</b> <b>ILP supervisor</b>
	<b>1.1.2</b> Develop multiple realistic or obtainable plans for the youth, that are outlined in the youths case plan and Court report		<u>January 20, 2011</u> Form Committee to work on project <u>May 1, 2011</u> Update case plan and template to include plans, responsibilities, and objectives. <u>January 23, 2011</u> Review process and report <u>January 20, 2011</u> Review process and effectiveness		<b>Division Director</b> <b>Placement Manager</b> <b>DPO IV's</b> <b>Fresno County DSS, ILP program staff and supervisors</b> <b>Automation Unit Manager</b>
	<b>1.1.3</b> Supervising Deputy Probation Officer, youth, and care provider set meetings/staffing with potential support providers		<u>March 10, 2010</u> Review effectiveness of meetings and outcomes for youth. Set special meeting with unit staff to discuss this goal <u>March 18, 2011</u> Meet with providers individually and assigned Deputy PO explain process and reason for staffing. <u>May 1, 2011</u> Implement meetings with youth, provider and DPO. Discuss process during unit meetings with Placement Manager and staff.		<b>Division Director</b> <b>Placement Manager</b> <b>DPO IV's</b>

<b>Strategy 1. 2</b> Ensure every youth that transitions to self-sufficient adulthood / emancipation has at least one identified support adult or lifelong connection		<input type="checkbox"/> <b>CAPIT</b>	<b>Strategy Rationale</b> In order for youth to be successful in their emancipation from care, they need ongoing mentoring and support beyond foster care.		
		<input type="checkbox"/> <b>CBCAP</b>			
		<input type="checkbox"/> <b>PSSF</b>			
		<input checked="" type="checkbox"/> <b>N/A</b>			
<b>Milestone</b>	<b>1.2.1</b> Work with the Focus Forward agency to identify and develop a core group of mentors specifically for probation youth in care. Assist in the training and recruitment of mentors.	<b>Timeframe</b>	<u>February 28, 2010</u> Meet with Focus forward CEO Notified Unit staff of Mentoring program Focus Forward to team with Probation and Mental Health during the “pending placement” staffing held at the Juvenile Justice Campus <u>May 11, 2010</u> Review Mentor program and outcomes with Focus Forward, Probation, and Mental Health <u>March 1, 2012</u> Review Mentor program and outcomes with Focus Forward, Probation, and Mental Health	<b>Assigned to</b>	<b>Division Director</b> <b>Placement Manager</b> <b>DPO IV’s</b> <b>CEO of Focus Forward and support staff</b> <b>Fresno County Mental Health</b>
	<b>1.2.2</b> Create a parent/relative search for family or mentor supports. Utilize websites and ILP services to mine a youths case for relatives		April 10, 2011		<b>Court Services Mgr., DPO IV’s</b> <b>ITSD Mgr., Training Mgr., ILP SWS</b> <b>Placement Manager, Division Dir.</b>
	<b>1.2.3</b> Work with the Courts, attorneys, and volunteer agencies to develop “non-traditional” mentor groups.		<u>August 10, 2010</u> Attend juvenile justice collaborative meetings to set up discussion regarding mentor services. Identify existing resources and their availability <u>March 1, 2011</u> Contact community based agencies and faith based groups to solicit mentors with Focus Forward project <u>January 20, 2012</u> Identify and provide training for selected mentor group to provide services for probation placement youth in the community		<b>Division Director</b> <b>Placement Manager</b> <b>DPO IV’s</b> <b>Judges</b> <b>Attorneys</b> <b>Identified support agencies</b> <b>Focus Forward</b>

<b>Strategy 1.3</b> Support on going education of High School graduation and college enrollment, trade schools, or military.		<input type="checkbox"/> <b>CAPIT</b>	<b>Strategy Rationale</b> Youth who graduate from high school and attend a specialized training or college program or the military have better opportunities for career building and employment.		
		<input type="checkbox"/> <b>CBCAP</b>			
		<input type="checkbox"/> <b>PSSF</b>			
		<input checked="" type="checkbox"/> <b>N/A</b>			
<b>Milestone</b>	<b>1.3.1</b> Work with local school districts and Foster Youth Educational Services to ensure youth who emancipate without graduation, have an opportunity to continue their education and there is plan and contact persons who will support the youth with the process	<b>Timeframe</b>	<u>March 1 2010</u> Add discussion to the local Foster Youth Educational Services Advisory Committee Meeting, to get ideas to implement this strategy <u>April 12 2010</u> Continue discussion regarding implementation of strategy during FYES meeting. <u>May 10, 2010</u> Confirm strategies and ideas with FYES committee. Gather strategies for 2010/2011 school year. <u>September 1, 2011</u> Begin to implement strategies and written in case plan and emancipation conferences/staffing <u>February 1 ,2012</u> Review process with FYES committee and outcomes.	<b>Assigned to</b>	<b>Division Director</b> <b>Placement Manager</b> <b>DPO IV's</b> <b>Foster Youth Educational Services Administration and staff</b> <b>Local School district foster youth educational liaisons</b>
	<b>1.3.2</b> Provide training for FFA and Group Home providers on requirements and application process for colleges, trade schools, and military. Supervising officers to monitor application processes and assist with the follow through  ** Inquire from Group Home Advisory Meeting members what educational topics they need training on (IEP's, discipline, special education, alternative education, etc.).		At the group home advisory meetings on the following dates: <u>April 19, 2010</u> Foster Youth Educational Services to provide in-service training <u>August 16, 2010</u> Fresno City College and Fresno State Guardian Scholars Program <u>December 6, 2010</u> US Military local recruiting office to provide presentation Continuing through 2011 – 2012 (meeting dates not yet set)		<b>Division Director</b> <b>Placement Manager</b> <b>DPO IV's</b> <b>Placement Unit Educational Liaison</b>  <b>Local Group Home / FFA providers</b> <b>Fresno City College, Fresno State, local trade schools, and Fresno area military recruitment office</b>

	<p><b>1.3.3</b> Ensure that youth are supported and assisted with financial aide applications</p>	<p>May 1, 2010          Probation Educational Liaison to attend training on financial aide forms and application process.  <u>October 25, 2010</u>          Educational Liaison to provide training to Deputy Probation Officers.  <u>March 05, 2011</u>          Educational Liaison to review application process and enrollment outcomes  <u>April 2, 2012</u>          Review application process and it's effectiveness and outcomes</p>	<p><b>Division Director          Placement Manager          Placement Unit Educational Liaison          DPO IV's          Local Group Home / FFA providers</b></p>
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## Probation Outcome: Placement Stability

### Improvement Goal 1.0

**Identify and utilize placement options at the lowest level of care and support stability**

#### Strategy 1. 1

Seek and identify relatives and mentors earlier in the process prior to recommending removal for alternatives to foster care homes or group homes.

<input type="checkbox"/>	<b>CAPIT</b>
<input type="checkbox"/>	<b>CBCAP</b>
<input type="checkbox"/>	<b>PSSF</b>
<input checked="" type="checkbox"/>	<b>N/A</b>

#### Strategy Rationale

Youth who are linked/placed with family or mentors in their communities have a better opportunity to succeed and maintain placement stability.

<b>Milestone</b>	<b>1.1.1</b> Learning session to seek training from UC Davis Extension and/or DSS for Juvenile Court Services Investigators/officers to engagement and family finding skills.	<b>Timeframe</b>	<u>September 1, 2010</u> Request to UC Davis for specialized training for juvenile engagement. <u>January 2, 2011</u> Meet with DSS ILP for case mining training and case history research training <u>July 1, 2011</u> Implement family finding tools and engagement strategies <u>February 2012</u> Provide additional training to all juvenile division officers	<b>Assigned to</b>	<b>Training Manager</b> <b>Court Services Manager and staff</b> <b>Division Director</b> <b>Placement Manager</b> <b>DPO IV's</b>
	<b>1.1.2</b> Streamline relative / mentor approval process to allow youth and identified family/mentors to timelier placement. Decrease timely detention in the Juvenile Justice Campus.		<u>June 1, 2010</u> Set collaborative meeting with DSS home approval unit for cross training to streamline relative placement process <u>April 4, 2011</u> Implement new protocol and procedures for earlier release from JJC detention <u>December 12, 2011</u> Review protocol and procedure changes for their effectiveness of earlier release and timely relative or NREFM placement		<b>Division Director</b> <b>Placement Manager</b> <b>DPO IV's</b> <b>DSS home approval unit</b> <b>Supervisor and staff</b>

	<b>1.1.3</b> Create technical support in the JAS (Juvenile Automation System) to increase data storage of potential family / mentor placements		<u>February 28, 2011</u> Set planning meetings to create relative placement window screens in probation case management system (JAS) <u>September 5, 2011</u> Implement new changes and data collection of relatives <u>December 1, 2011</u> Update pre-placement review Court report to include relatives that have or will be considered for relative placement.		<b>Division Director</b> <b>Placement Manager</b> <b>DPO IV's</b> <b>IT Manager</b>
<b>Strategy 3. 2</b> Recruitment of County Foster Parents for probation youth and increase utilization of FFA's / MTFC homes			<input type="checkbox"/> <b>CAPIT</b> <input type="checkbox"/> <b>CBCAP</b> <input type="checkbox"/> <b>PSSF</b> <input checked="" type="checkbox"/> <b>N/A</b>	<b>Strategy Rationale</b> Youth who are placed in single family foster homes have better placement stability and outcomes than youth who are placed in congregate care group homes.	

<b>Milestone</b>	<b>1.2.1</b> Attend “Pride” foster care training meetings and attend Foster Care educational training meetings for recruitment of Probation Foster Parent homes	<b>Timeframe</b>	April 30, 2010 and ongoing Attend Fresno City College “Pride” graduation event and provide foster parents with information regarding probation foster care placements. **Assigned to Ralph Mendoza or FFA/FM officer <u>April 30, 2010</u> Attend FFA monthly meetings and recruit providers to work with probation youth ** Assigned to Ralph Mendoza or FFA/FM officer <u>March 1, 2011</u> Provide training for FFA foster parents on Probation Foster youth and delinquency system ** Assigned to Ralph Mendoza or FFA/FM officer and PSM David Ruiz <u>March 1, 2012</u> Review if there has been an increase in FFA / single family foster homes in lieu of GH placements	<b>Assigned to</b>	<b>Division Director Placement Manager DPO IV's Foster care DPO DSS foster care recruitment team</b>
	<b>1.2.2</b> Create new process and protocol that requires youth with identified behavioral issues with MTFC and specialized foster care home programs earlier		<u>May 1, 2011</u> Implement protocol and procedure to screen all “pending foster care” placement cases for MTFC or 969 specialized foster care homes. <u>November 20, 2011</u> Create a list of specialized vendors and service providers/FFA's that can provide homes for probation youth with special needs.		<b>Division Director Placement Manager DPO IV's Wraparound SB163 officers</b>
	<b>1.2.3</b> Increase FFA utilization by meeting with local area providers and attending their FFA monthly advisory meetings		<u>January 28, 2010</u> Attended by PSM and FFA supervision officer Ralph Mendoza <u>March 15, 2010</u> Attended by PSM and Placement Officer <u>Ongoing attendance 2010-12</u>		<b>Division Director Placement Manager DPO IV's FFA supervision officer</b>

<b>Strategy 3.3</b> Increase service delivery by providers and increased monitoring of local group home providers. Utilize providers who are adhering to department strategies of timely reunification, educational outcomes, emancipation support, and stability.		<input type="checkbox"/> <b>CAPIT</b> <input type="checkbox"/> <b>CBCAP</b> <input type="checkbox"/> <b>PSSF</b> <input checked="" type="checkbox"/> <b>N/A</b>	<b>Strategy Rationale</b> When group home care is required/needed by supporting and holding group homes accountable to provide the necessary services and care that support for youth placement stability is achieved. Outcomes included decreased running away/AWOL behaviors, stabilizing behaviors, timelier reunification or step down in care, and achieving education goals.		
<b>Milestone</b>	<b>1.3.1</b> Monitor group homes during non traditional work hours and times to ensure they are providing the best care and supervision in accordance with federal, state, and departmental care requirements.	<b>Timeframe</b>	<u>December 31, 2009</u> Begin weekend and week night contacts and site inspections Monitored by Lead Sr. Officers <u>May 1, 2010</u> Juvenile Superior Court Judges to make unannounced group home site contacts with Probation Monitored by Division Director and Placement PSM <u>April 10, 2011</u> Continue monitoring visits and review compliance with correction plans when necessary. Work collaboratively Community Care Licensing and Juvenile Justice Commission.	<b>Assigned to</b>	<b>Division Director</b> <b>Placement Manager</b> <b>DPO IV's</b> <b>DPO staff</b>
	<b>1.3.2</b> Meeting with group home administrators to review their programs and expectations of our agency		<u>March 31, 2010</u> Set individual meetings with providers <u>August 1, 2010</u> a) Metro Fresno Area <u>February 10, 2011</u> b) Nearby counties (Madera, Tulare, and Kings) <u>June 1, 2011</u> c) Northern California Providers <u>November 1, 2012</u> d) Southern California Providers		<b>Division Director</b> <b>Placement Manager</b> <b>DPO IV's</b> <b>DPO staff</b> <b>Group home and FFA providers</b>

	<p><b>1.3.3</b> Not utilizing local providers who are not adhering to outcomes or using performance improvement plans with providers to ensure they are meeting goals and objectives</p>	<p><u>January 31, 2009</u> Phase out utilization of non-compliant or non-responsive providers <u>November 1, 2010</u> Placing officers to staff group home compliance with case managing DPO staff to ensure there are no issues with providers, Issue of group homes to be discussed at bi-monthly unit staff meetings <u>March 1, 2011</u> Update "active" vendor listing and review with placement officers and Juvenile Director <u>January 30 2012</u> Review strategies ensure they are continue to occur and are being followed</p>	<p><b>Division Director Placement Manager DPO IV's DPO staff</b></p>
<p><b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b> As the data input related to the identification of Native American youth are corrected the data for other ethnicities will be impacted which will create a need for the reconsideration of prior analysis.</p>			
<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> The Department of Social Services will utilize Racial Sobriety training beginning with management staff and extend it down to the line staff to support staff's ability to see any imbedded unfair practice. Training provided on: Engaging Fathers in Child Protection Cases <i>Presented by Honorable Leonard Edwards (Retired) on Friday, 3/26/10</i></p>			
<p><b>Identify roles of the other partners in achieving the improvement goals.</b> The use of permanency team meetings as the framework for improvement strategies provides increased opportunities for a wide variety of entities who invest their time and energy in support of the youth and family. This would include Cultural Brokers, Parent Partners, peer Youth advocates, CASA, Public Health Nurses, Mental Health service providers, Substitute Care Providers, etc. It is intended that DSS will identify and work with former foster youth who will participate in the TDM process as an advocate for the youth of whose behalf the TDM is being held.</p>			
<p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b> The removal of financial disincentives for the transition to formal permanency. In a low income region the reduction in support payments to guardians who leave the system creates an undue financial burden. Loosing eligibility to ILP services, especially as they relate to the transition to adulthood is an unintended consequence to finding formal permanence at an earlier age.</p>			

## **CWSOIP Narrative**

In the Fiscal Year 2009/2010 Child Welfare Services is spending the CWSOIP grant allocation on Visitation contracts and some Differential Response activity. The intent is to provide supervised visitation services at times that are most convenient for the families. Increased opportunities for positive visitation experiences promote reunification and placement stability outcomes.

The current vendors being claimed under the allocation are:

- |                                 |                                     |
|---------------------------------|-------------------------------------|
| ▪ Comprehensive Youth Services  | Court Order Supervised Visitation   |
| ▪ Valley Teen Ranch             | Court Ordered Supervised Visits     |
| ▪ Comprehensive Youth Services  | Therapeutic Supervised Visitation   |
| ▪ Fresno Families in Transition | Court Ordered Supervised Visitation |

Additionally TDM facilitators who facilitate a TDM for a Differential Response Path 1 or 2 case code their time to the utilization of CWSOIP funds.

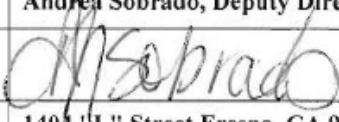
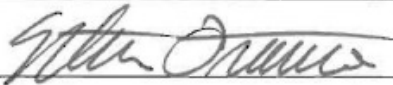
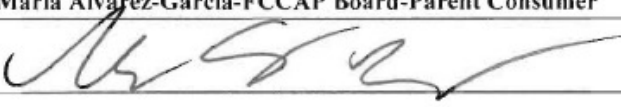
Probation utilizes CWSOIP funds for the following strategies:

- Increased face to face visitation with youth in care. To include weekend and night visits with probation youth in group and foster care homes. The intent is to support accountability for the providers of care to ensure that the youth are being cared for safely, securely, and their well being/needs are being met.
- Visits / contacts with youth and parents during home furloughs to observe interactions, and to monitor the well being of the youth. Review case plan goals and progress by both the minor and parent. Assess home risks to minor, parent, or siblings.
- The visits are above and beyond the minimum monthly face to face contacts. They are a secondary or a multiple monthly contact.
- Increase relative placement approval and search, for suitable relatives
- Support parents by providing transportation of youth to their parents home(s)
- Increase pre-home inspections for home furloughs
- Search for runaway foster youth

Additional strategies that are pending implementation include:


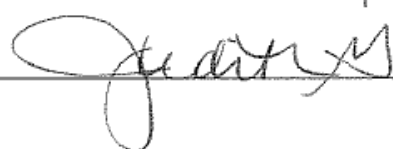
- Drug testing of parents
- Contracting services for parenting classes for parents of probation foster care youth

## PART TWO

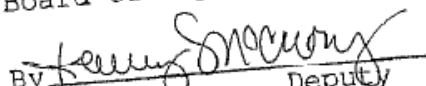
CAPIT/CBCAP/PSSF Contact and Signature Sheet	
<b>Period of Plan:</b>	March 26, 2010 to March 25, 2013
<b>Date Submitted:</b>	March 26, 2010
<b>Submitted by:</b>	<b>Board of Supervisor Designated Public Agency to Administer CAPIT/CBCAP/PSSF programs</b>
<b>Name &amp; title:</b>	Andrea Sobrado, Deputy Director, Department of Social Services
<b>Signature:</b>	
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<b>Fax:</b>	(559) 454-5910
<b>Phone &amp; E-mail:</b>	(559) 453-7412 <a href="mailto:sobraa@co.fresno.ca.us">sobraa@co.fresno.ca.us</a>
<b>Submitted by:</b>	<b>Child Abuse Prevention Council (CAPC) Representative</b>
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<b>Signature:</b>	
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<b>Submitted by:</b>	<b>Parent Consumer/Former Consumer (Required if the parent is not a member of the CAPC)</b>
<b>Name &amp; title:</b>	Maria Alvarez-Garcia-FCCAP Board-Parent Consumer
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**CAPIT/CBCAP/PSSF Contact and Signature Sheet (continued)**

**CAPIT/CBCAP/PSSF Contact and Signature Sheet (continued)**

<b>Submitted by:</b>	<b>PSSF Collaborative Representative, if appropriate</b>
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<b>Signature:</b>	
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<b>Board of Supervisors (BOS) Approval</b>	
<b>BOS Approval Date:</b>	5/11/10
<b>Name:</b>	Judith G. Case, Chairman
<b>Signature:</b>	 <b>ATTEST:</b>

BERNICE E. SEIDEL, Clerk  
Board of Supervisors

By  Deputy



**CAPIT/CBCAP/PSSF Plan****a. County System Improvement Plan Team Composition****Core Team Members**

Esther Franco	Director	FCCAP/CCTF Commission
Andrea Sobrado, MSW	Deputy Director	DSS is the BOS designated agency to administer CAPIT/CBCAP/PSSF
Cathi Huerta, MSW	Director	Department of Social Services
Raymundo Zermeño, MSW	Staff Analyst	DSS (CBCAP & PSSF Liaison)
Lauri Moore, LCSW	Program Manager	Department of Social Services
Joy Cronin	Program Manager	Department of Social Services
Don McClellan	Program Manager	Department of Social Services
Maria Aguirre, MSW	Program Manager	DSS (CAPIT Liaison)
Kathi Mattesich	SW Supervisor	Department of Social Services
David Plassman, M.Div.	SW Supervisor	Department of Social Services
Maria Alvarez-Garcia	FCCAP Board	FCCAP Parent Consumer
Linda Penner	Chief	Fresno County Probation
Michael L. Elliott	Director	Fresno County Juvenile Probation
David Ruiz	Placement Manager	Fresno County Juvenile Probation
Debra McKenzie	ICCF/PSSF Collab	Fresno County Administrative Office

**Other Team Members**

Julie Vega	Prevention Ed Coord	FCCAP
Nathan Lee	Executive Director	CASA of Fresno and Madera Co.
Amanda Duarte	Program Manager	CASA of Fresno and Madera Co.
Frankie Freitas, MSW	Staff Trainer	Central Calif. Training Academy
Kathleen Mancebo	Manager	Comprehensive Youth Services
Lisa Brott, LCSW	Program Manager	Comprehensive Youth Services
Shirley Sanchez	Executive Director	Resource Center for Survivors (RCS)
Priscilla Meza	Associate Director	Resource Center for Survivors (RCS)
Joy Santos	Director of Finance	Resource Center for Survivors (RCS)
Richard Cain	Co-Chair	SPAN Collaborative
Amparo Nava		Huron NRC-Westside Family
Francisco Nava	Office Manager	Huron NRC-Westside Family
Aurora Ramirez	Bookkeeper	Huron NRC-Westside Family
JeanneMarie Caris-McManus	Capacity Building	Westside Family Services

## **b. Child Abuse Prevention Council (CAPC)**

Since being chartered in 1981, The Fresno Council on Child Abuse Prevention (FCCAP) has served as the primary vehicle for raising and maintaining the profile of child maltreatment as a critical issue in the County. FCCAP continues to increase public awareness to the scope and nature of child abuse and neglect, provides training and networking opportunities for service providers/consumers/advocates and the general public, and recognizes exemplary child maltreatment prevention professionals and programs during April-Child Abuse Prevention Month. To this end, FCCAP conducts outreach and public education throughout the county, holds forums and trainings on child abuse and parenting issues, distributes literature, resource posters and multi-media public service announcements, provides professional trainings in the area of mandated reporting and child abuse prevention/detection and treatment and sponsors community fundraisers and recognition affairs, as well as oversees the Fresno County Suspected Child Abuse and Neglect (SCAN) Team and the Fresno County Multidisciplinary Interview Center.

In 1995 FCCAP was designated as the child abuse prevention council under Welfare and Institutions Code Section 18980 by the Fresno County Board of Supervisors, and since has grown into a full service prevention service provider. Prior to 1997, FCCAP operated exclusively on donations, then, in accordance with the W&I code (which mandates the existence of the council and the financial support of it) began to receive an annual funding award of \$25,000. In 2002, FCCAP began to submit an annual budget request to the Board of Supervisors and in 2009 had an operating budget of \$154,848. This amount has helped to accommodate the employment of a full-time program director and part-time administrative assistant. Additional one time only CBCAP supplement funds are recommended to be added in FY09-10 for expanded FCCAP operational capacity.

FCCAP elicits interagency coordination through membership (see attached list) and provides representation on several multidisciplinary teams and committees within Fresno County. In accordance with Welfare and Institutions Code Section 18983.5 FCCAP is established as a 501(c) 3 nonprofit organization. Because FCCAP's services are primarily prevention oriented, they continue to seek out new ways to incorporate parent consumers on their board and participate in their strategic planning process. FCCAP submits an annual budget to the Board of Supervisors. All future funding and approval of council budgets will coincide with the CAPIT/CBCAP/PSSF funding cycles. For FY 2009-10 FCCAP will be supported as follows:

Funding Source	Amount
CAPIT	
CBCAP (Supplement)	\$ 58,796
PSSF Family Support	
CCTF	\$132,782
Kids Plate	

### **c. PSSF Collaborative**

The Interagency Council on Children and Families (ICCF), created by the Fresno County Board of Supervisors in 1994, serves as Fresno's PSSF Collaborative. The ICCF has advisory oversight of the County's Youth Pilot Project (Bates, AB1741) and was instrumental in guiding the development of Fresno County's Neighborhood Resource Centers (NRCs), a product of the Fresno County Board of Supervisors' AB 1741 Strategic Plan.

The ICCF maintains a coordinated community-wide effort of public and private service providers, representatives of education, health and social services, and interested advocates to achieve the goals of Promoting Safe and Stable Families. The ICCF remains committed to the support and growth of Neighborhood Resource Centers, and on an ongoing basis works with the Centers to identify stable funding streams.

### **d. County Children's Trust Fund (CCTF) Commission, Board, or Council**

The Fresno Council on Child Abuse Prevention (FCCAP) serves as the county's CCTF council. CCTF information as specified in W&I code section 18970 (c) is collected and published in the FCCAP's annual report.

### **e. Parent Consumers**

The activities & training that will be implemented to enhance parent participation and leadership during the period of plan, begins with staff from the Fresno Council on Child Abuse Prevention Council (FCCAP) attending the 2010 Parent Leadership Conference, in February 2010 where they will obtain knowledge of new evidence based curriculum models proven to successfully work with parent leaders. FCCAP will then work collaboratively with other agencies and parent consumers on the implementation of a Parent Leadership Academy for Fresno County.

The first steps of program implementation will include:

- Contacting other agencies to assist in establishing dialogue with parents for an exchange of ideas and to identify ways they can be involved.
- Surveying parents to find out ways to engage them and conduct outreach via local parenting groups and Neighborhood Resource Centers.

The leadership academy will provide parents with the tools necessary to work as advocates, partner with professionals on direct services, trainings, public awareness, public education, policy and systems change within our community.

Parent input and participation in the planning, implementation, and evaluation of funded programs is invaluable. To truly enhance the quality of programs, professionals must relinquish some control to parents and recognize them as equal partners in determining what works for families.

Upon completion of the Parent Leadership Academy, parents will be equipped with the skills needed to take on leadership positions in various ways including: participating on various workgroups and/or multidisciplinary teams and CAPC's. They will also be prepared to actively participate in forums, peer reviews and offer insight/feedback on current and future child welfare issues. FCCAP will research funding opportunities to determine whether we are able to provide financial support for parent participation.

**f. The Designated Public Agency**

The public agency designated by the Fresno County Board of Supervisors to administer the CAPIT/CBCAP/PSSF programs is the Fresno County Department of Social Services (DSS). Administratively the DSS is led by the Social Services Director, and five Deputy Directors responsible for the management of child welfare and employment/welfare programs. Department Staff Analysts, Child Welfare Program Managers, and Evaluation and System Improvement Specialists share responsibility in the administration and oversight of CAPIT/CBCAP/PSSF funds and programs, the CSA and SIP development, annual reports, and all other responsibilities required of these funding sources. The agency will ensure subcontractor accountability through monthly monitoring of the providers' activity reports and financial invoices.

**g. The Role of the CAPIT/CBCAP/PSSF Liaison**

The County's CAPIT/CBCAP/PSSF Liaison is shared by two Department staff. CAPIT Liaison is a CWS Program Manager who maintains oversight of child welfare prevention and intervention services. The CBCAP/PSSF Liaison is the Department Staff Analyst who maintains oversight of contracted services for CBCAP/PSSF services. The Staff Analyst works collaboratively with the CAPIT Liaison to ensure data is collected from subcontractors and required reports are prepared and submitted timely. In addition, the Department maintains an assigned Program Evaluator responsible for ongoing C-CFSR activities, interface with the State, and close collaboration with the Liaisons.

**h. Fiscal Narrative**

**i. Fresno County's overall processes and systems for fiscal accountability**

The County maintains fiscal accountability through reporting requirements of subcontractors, and internal Department checks and balances. Community providers receiving CAPIT/CBCAP/PSSF and CCTF funds are under contract with the County, and are obligated to comply with fiscal and program requirements including monthly submission of invoices, monthly activity reports, and submission of any other information or report requested. The Department assigns a contract analyst to ensure subcontractor accountability through monthly monitoring of the providers' activity reports and financial invoices. Records and invoices are reviewed for accuracy, and outcome measures are reviewed for progress. A separate Department fiscal unit ensures appropriate disbursement of

funds. Fiscal staff is responsible for the tracking, storing, preparation and dissemination of fiscal data required of CAPIT/CBCAP/PSSF and CCTF funding. Monthly fiscal reports are provided on prevention expenditures and remaining budgeted balances.

**ii. Funding maximization through leveraging of funds.**

Fresno County has a variety of funding sources that finance child abuse related services and can and potentially may be used to leverage CAPIT/CBCAP/PSSF funds. Potential funding sources include:

- Proposition 10 - Children and Families Commission (CFC) of Fresno County;
- Community Development Block Grants (CDBG);
- Child Welfare Services (CWS);
- School District resources;
- The United Way and other private Foundations;
- Cal WORKS;
- Other Economic Development Funds;
- California Endowment;
- State Maternal Child and Adolescent Health; and the
- Office of Criminal Justice and Juvenile Justice Planning.

In the County's subsequent Request for Proposal for child abuse prevention services, applicants will be required to indicate any existence of other funding sources, or in-kind match. Preference will be given to applicant agencies that can demonstrate leverage funding and/or resources. The county also ensures that all match requirements (e.g. 10% for CAPIT) are met by funded agencies.

**iii. Assurance that funds received will supplement, not supplant.**

The County assures that CAPIT/CBCAP/PSSF funds shall not be used to supplant (i.e., take the place of or replace) State or local public funds and services. Funding shall be used only to supplement existing levels of service. Requirement on non-supplantation will be articulated in the Request for Proposal issued for CAPIT/CBCAP/PSSF funds.

**iv. Twenty (20) percent threshold for each of the four service categories.**

In accordance with Federal guidelines, the County intends to allocate available PSSF funding to reflect the 20 percent threshold for each of the four service categories: Family Support, Family Preservation, Adoption Promotion and Support and Time-Limited Reunification services. Please refer to the attached CAPIT/CBCAP/PSSF Expenditure Summary.

**i. Local Agencies – Request for Proposal**

The process for distributing CAPIT/CBCAP/PSSF funds will be through a competitive bid process. An issued Request for Proposal (RFP) will solicit services that meet County Board of Supervisor funding philosophy and criteria, and are responsive to the approved County Self Assessment, approved by the Board of Supervisors on January 12, 2010 and the County's System Improvement Plan. Only non-profit agencies are eligible to apply for funding. Service target population includes priority areas as later described in this section.

An RFP will be developed and issued in early 2010 to solicit a continuum of child abuse prevention, intervention and/or treatment services. It is anticipated a multitude of vendors will be ultimately recommended for funding. Currently, CAPIT/CBCAP/PSSF funding supports services for fourteen (14) contracts. It is the intent that CAPIT/CBCAP/PSSF contracts for FY2010-11 be effective July 1, 2010. However, given timing of the SIP development and approval process, and time requirements needed for the Request for Proposal process, it may be more feasible to extend current service contract and begin new contracts no later than January 1, 2011.

The RFP will be constructed in a manner that details the various services solicited and the funding source for each. However, it may be appropriate for a solicited service to utilize a blend of CAPIT/CBCAP/PSSF funds. The RFP will provide the specific criteria that will be used to score all proposals and a scoring sheet that matches the scoring information given in the RFP will be used to rate each proposal.

The Fresno Council on Child Abuse Prevention will make funding recommendations for CAPIT and CBCAP funds, and the Interagency Council for Children and Families will make funding recommendations for PSSF funds. The Director of the Department will make final recommendations, and ultimately recommendations will be submitted to the County Board of Supervisors for consideration and approval.

The majority of child-abuse related programs in Fresno County blend either prevention and intervention strategies or intervention and treatment strategies. The SIP planning team has recommended funding allocation using the existing methodology for distribution, as follows:

<b>Funding</b>	<b>Prevention level</b>	<b>% allocated</b>
CAPIT/CBCAP	Prevention/intervention	60
CAPIT/CBCAP	Intervention/Treatment	40

A minimum of PSSF funding (20%) will be expended in each of the four service components as described by Federal guidelines: Family Preservation, Family Support, Adoption, and Time Limited Re-unification services.

The Department will annually determine that portion of PSSF funds to be retained by the County to comply with the federally-mandated allocation formulas (20% in each of the

four service area components), and identify that portion of funds available to community providers.

County Children's Trust Fund (CCTF) will be primarily directed at the support and growth of FCCAP functions and activities. Residual CCTF funds will be used to offset costs of other child abuse and neglect prevention and intervention programs.

The Department assures elements of the procurement process for CAPIT/CBCAP/PSSF funds will include, but not be limited to, the following:

- A competitive process is used to select and fund programs;
- Funding priority is given to private, nonprofit agencies with programs that serve the needs of children at risk of abuse or neglect and that have demonstrated effectiveness in prevention or intervention.
- Require that agencies eligible for funding submit evidence that demonstrates broad-based community support and that proposed services are not duplicated in the community, are based on needs of children at risk, and are supported by a local public agency.
- Programs/projects shall be culturally and linguistically appropriate to the populations served.
- Training and technical assistance shall be provided by private, nonprofit agencies to those agencies funded to provide services.
- Services to minority populations shall be reflected in the funding of projects.
- Projects shall clearly be related to the needs of children, especially those 14 years of age and under.
- Assure compliance with federal requirements that anyone who has or will be awarded funds has not been suspended or debarred from participation in an affected program. (For specifics visit: <http://www.epls.gov/>).
- Require that non-profit subcontract agencies have the capacity to transmit data electronically.

Specifically, for the use of CAPIT funds:

- Priority given for services to children who are at high risk, including children who are being served by the county welfare departments for being abused and neglected and other children who are referred for services by legal, medical, or social services agencies.

- Funded agencies shall demonstrate the existence of a 10 percent cash or in-kind match, other than funding provided by the CDSS.

Additional factors to be considered when determining which agencies are recommended for agreements with the County of Fresno include:

- An agency's ability to leverage funds; describe other (non-CAPIT) funding sources, including other funds applied for, which may consist of fundraising for the project and other program/income development. Applicants are also asked to describe in their budget proposal how funds will be leveraged within their agency.
- An agency's demonstrated effectiveness in addressing child abuse and neglect issues;
- The agency's demonstrated collaboration with other agencies, non-profits, organizations and service providers, including the Fresno Council on Child Abuse Prevention.
- Ability to coordinate and align services with the Child Abuse Prevention Council's prevention efforts under Welfare and Institutions Code, Chapter 12.5.
- Demonstrate program/project is aligned with local data/need. A thorough response to the proposed need is an important element before an agency is recommended for funding. All applicants will demonstrate the relevance of their proposed project to the County's Self-Assessment and System Improvement Plan.
- The agency will demonstrate their ability to identify and provide services to isolated families.
- Ability to provide expanded non-traditional service hours consistent with community need.
- Demonstrated familiarity to neighborhood/community resources and ability to connect families.
- Willingness and ability to work closely with the Department's Family to Family Neighborhood Collaboratives, Team Decision-Making and Family Advocates (Cultural Brokers).
- Willingness to keep informed, participate and integrate recommended changes that emanate from the Fresno County Pediatric Death Review Committee.
- Support/prioritize services funded through CBCAP that are evidence-based and evidence-informed child abuse prevention programs and practices.
- Applicants will be required to describe a process to assess client satisfaction.



### Additional Areas of Need:

Based upon the County Self-Assessment, and input from community providers, the County has identified specific areas of need, and will prioritize the solicitation of programs/services that address one of more of these areas:

- High incidence of General Neglect;
- High percentage of Hispanics/Latinos at risk in rural and urban communities;
- High rate of poverty;
- High rate of unemployment, particularly in rural areas;
- High rate of families without health insurance;
- High rates of domestic violence;
- High rates of abused and neglected children as a result of substance-abusing parents;
- High rates of child sexual abuse
- High rates of mental and emotional health needs for youth.
- Disproportional representation of African-American and Native-American families involved with Child Welfare Services;
- Disparity of services and outcomes for African-American families involved in Child Welfare Services;
- High rate of residents in rural communities; need for coordination/provision of area resources;
- High Child Welfare Services participation/ removal rate in areas associated with zip codes: 93706; 93702; 93727; 93705; 93726 (generally Southeast and Southwest neighborhoods)
- Broader use of TDMs as best practice requires further recruitment, training and support of Community Representatives.
- Referrals/linkage of families referred to Child Welfare Services, however, do not enter the “system” to neighborhood resources is critical to improving safety and prevention of child abuse;
- Referrals/linkage of families exiting Child Welfare Services by reunification to neighborhood resources is critical at increasing family stability and reduces incidence of child abuse/neglect recurrence

The RFP will include a rating system that will give additional points for programs that meet the aforementioned areas of need as well as primary prevention programs that foster resilience. In so doing, it will ensure that programs which target the problematic areas are given preference over other programs while still ensuring that proposals will be rated on quality.

The RFP will further solicit proposals for services that community-based providers believe are needed for their clients. This method will allow the Fresno County to validate the community’s perspective and consider services and programs deemed appropriate to address child abuse prevention, intervention and treatment services. The community’s expertise will be utilized in deciding which services should be offered to the community.

The community-based providers will be required to define and substantiate their service needs within the defined categories.

On or before July 1, 2010, provided the selection of vendors has been concluded, an updated CAPIT/CBCAP/PSSF Services and Expenditure Summary Worksheet will be developed and forwarded to the Office of Child Abuse Prevention.

#### **j. CBCAP Outcomes**

The following describes the plan to evaluate outcomes for program(s) funded by CBCAP.

Primary and/or secondary prevention programs funded through CBCAP will be expected to demonstrate capacity to nurture resilience strengths in families they serve. Target population for CBCAP funded programs will include vulnerable families with children that are at risk of abuse or neglect. These would include:

- Parents, especially young parents and parents with young children;
- Children and adults with disabilities;
- Racial and ethnic minorities;
- Members of underserved or underrepresented groups;
- Homeless families and those at risk of homelessness.

CBCAP funds could also be used to fund activities available to the general public, such as public awareness and education regarding the prevention of child abuse and neglect. Additional support could also be tailored to the further strengthening and growth of the Fresno Council on Child Abuse Prevention.

Specific program goals will be identified in all proposals and agreed to upon completion of negotiation of the RFP process. Where appropriate program outcomes will demonstrate a change in participant attitude, behavior and/or knowledge. Providers of service will be expected to provide valid and reliable evaluation tools that demonstrate achievement of the desired outcomes. CBCAP funded programs will indicate what level of Evidence-Based Practices supports their services and will be required to submit a program Logic Model.

The RFP will indicate to applicants that they must include engagement, short term, and intermediate outcomes. It is incumbent on the oversight entities designated by the County of Fresno to demonstrate long-term outcomes. Long-term outcomes will be demonstrated by continued monitoring and reporting of baseline data included in the plan's needs assessment.

Evaluation of outcomes will include the establishment of projected performance indicators consistent with System Improvement Plan outcomes and Family to Family Outcomes and ongoing review of engagement, short-term and intermediate outcomes based on actual outcomes reported.

For engagement, short-term and intermediate outcomes, service providers will:

- Clearly articulate the problem or risk factor they will address
- Define the intervention or methodology for addressing the problem
- State the desired outcome
- Identify the evaluation tool(s) and/or indicators that will be tracked to demonstrate achievement of or movement towards the desired outcome

i. Engagement Outcome Example

Problem Statement: Non-welcoming environment decreases participant return to a neighborhood resource center when services are needed.

Intervention: Program staff will focus on engaging participants in a courteous and professional manner that demonstrates respect for cultural practices and beliefs.

Desired Outcome: Participants will experience a welcoming environment and returns to the neighborhood resource center when services are needed

As measured by: A consumer satisfaction survey that will demonstrate:

- Specific number or percent of participants that report a positive experience
- Specific number or percent of participants in a program that report feeling welcomed and treated professionally and courteously.
- Specific number or percent of participants in a program that would recommend the agency services to friends, co-workers or family members

ii. Short-term Outcome Example

Short term outcomes reflect changes in knowledge, attitudes, skills and aspirations of participants within a relatively short period of time.

Problem Statement: Limited knowledge of appropriate parenting practices and child abuse issues contribute to abusive behaviors.

Intervention: Educational workshops that provide knowledge of child abuse topics and appropriate parenting practices.

Desired Outcome: Increased knowledge of appropriate parenting practices and the topic of child abuse

As measured by: An evaluation survey that identifies:

- Specific number or percent of participants attending an educational workshop who demonstrate an increased knowledge related to the topic of child abuse

- Specific number or percent of participants participating in the program who report an increased knowledge of appropriate parenting practices

iii. Intermediate Outcome Example

Intermediate Outcomes are primarily changes in applied skills and behavior.

**Problem Statement:** A parent's emotional and mental status, as a result of experiencing multiple stress factors, put him or her at risk of abusing their children.

**Intervention:** Twelve individual therapy sessions for parents identified to be at risk because of multiple stress factors.

**Desired Outcome:** Parents at risk of abusing children because of multiple stress factors show improvement in emotional and mental status after completion of 12 therapy sessions.

As measured by: Personal Orientation Inventory that identifies:

- Number or percent of consumers who demonstrate an improvement in emotional and mental status upon completion of therapy sessions.

iv. Long Term Outcomes

Long-term outcomes reflect longer term changes, primarily in status and conditions (sometimes called goals or impacts). Examples of long-term outcomes include:

- Decrease in the incidence of child abuse and neglect
- Decrease in substance abuse
- Decrease in domestic violence

Long-term outcomes, which demonstrate child and family safety, permanency and well being over the three-year grant period, will be identified during the first year of the grant period to establish a baseline. These same indicators will be tracked each consecutive year to determine improvement over time. Indicators of well being will include variables documented in the needs assessment.

**k. Peer Review**

All community providers receiving CBCAP funding will be required to develop and participate in an annual Peer Review Process. The CBCAP/PSSF Liaison will be the primary contact for these providers. CBCAP providers will collaborate with the Department in developing the protocols and process for the Peer Review. Reference for Peer Review Process and activities is included below:

## **I. Service Array**

As a result of a prior RFP process contracted programs funded through CAPIT/CBCAP/PSSF from 2006 through 2009 have represented a full continuum of support services for families at risk of child abuse or neglect. These service contracts have used blended funds from federal, State and County sources including PSSF, CAPIT, Children's Trust Fund, CBCAP and Child Welfare Services allocation, which has improved efficiencies and reduced duplication of services. Through the RFP process recommendations for funding are made that support a full continuum of primary prevention, intervention and treatment services. Current services funded through CAPIT/CBCAP/PSSF include:

- *Families in Transition Program* (Comprehensive Youth Services) - Services provided to at risk children involved in Child Welfare Services, including counseling, parenting visitation, dyadic therapy
- *Learning About Parenting Program* (Exceptional Parents Unlimited) - Early intervention intensive home visitation program and child abuse prevention services
- *Victim Services (Rape Counseling Services)*- Prevention education; home visitation services to abused children and their parents as well as for child victims of sexual assault/domestic violence in rural Fresno County; transportation, peer counseling, and referrals
- *Child Advocacy Services (Court Appointed Special Advocates)* - Training, recruitment and retention of court-appointed special advocates assigned to children in foster care placements
- *Fresno Council Child Abuse Prevention (FCCAP)* -Community coordination of child abuse prevention and education activities for Fresno County
- *Multi-Disciplinary Interview Center (through FCCAP)* - A multidisciplinary interview process developed for victims of child abuse that are conducted by forensic specialists; reduction of child trauma.
- *PSSF Services* - The Family Support and Family Preservation services components of PSSF have specifically supported Neighborhood Resource Centers. Currently nine NRCs are supported by PSSF funding which includes school and non-school based centers, and three rural sites.

The Time-Limited Family Reunification component supports services provided by Child Welfare Services staff and subcontracted community-based services for

child advocacy. Adoption Promotion and Support Services are currently not subcontracted. PSSF funding under this component supports Department adoption staff in the provision of pre and post adoption services and other activities to expedite the adoption process and support adoptive families.

The aforementioned contracted services are effective through June, 2010; however, may be extended pending the completion of the RFP process. Following the completion of the RFP process described herein, the County will develop new contracts corresponding to the SIP. General RFP requirements and expectations were discussed earlier.

The ensuing RFP will articulate the County's need to fund the following service areas.

- Services to Families – Neighborhood based services that will provide a continuum of primary and secondary prevention, intervention and treatment services for families at risk of child abuse or neglect. This will include families referred to, or involved with, Child Welfare Services. Services may include family resource centers, victim services, child advocacy, in-home counseling/visitation services, etc. Services may be funded through a blend of PSSF/CAPIT/CBCAP funding.
- Team Decision-Making Community Representatives - To meet the growing need for community representation at Team Decision-Making meetings, the Department will solicit services for the recruitment, training, support of Community Representatives. The early linkage and engagement of a family to services available in the community is critical to child safety, reduction of entry into Child Welfare Services, support of families in Reunification and the reduction of agency reentry. Services will require interface with community prevention providers, other neighborhood based services and all Family to Family Neighborhood Collaborative efforts.

PSSF funding for Adoption Promotion and Support Services will continue to support activities of DSS Adoption Staff, and will not be placed for competitive bid. Similarly, a portion PSSF Time-Limited Reunification Services and PSSF Family Preservation/Family Support funding will support DSS staff providing reunification and neighborhood-based prevention activities, respectively.

As previously mentioned, the Children's Trust Fund will continue to support the FCCAP. Over the Plan's three years it is anticipated FCCAP organizationally will grow, and develop a more significant role in the coordination of child abuse prevention information, resources and referrals. This is necessary given the County's expanding population. With a County population of over 900,000, FCCAP operates with one prevention specialist. It is also anticipated a closer interface with the area's central resource call center (2-1-1 Central Valley) will be developed. In addition to the County's Children's Trust Fund, CBCAP funds may be used to support this effort.

To ensure a wide breadth of services and supports in the community the RFP will require a minimum bid amount of \$50,000 and a maximum of \$150,000. Programs responsive to

this plan and the issued RFP will be duly evaluated and reviewed in accordance with procurement guidelines.

**m. CAPIT/CBCAP/PSSF Services and Expenditure Summary**

The CAPIT/CBCAP/PSSF Services and Expenditure Summary illustrate the County's general use of this funding. Please refer to the attachments.

As previously mentioned, on or before July 1, 2010, provided the selection of vendors has been concluded, an updated CAPIT/CBCAP/PSSF Services and Expenditure Summary Worksheet will be developed and forwarded to the Office of Child Abuse Prevention. This will include specific services/programs selected.

Board of Supervisors Resolution approving the SIP

BEFORE THE BOARD OF SUPERVISORS  
OF THE  
COUNTY OF FRESNO, STATE OF CALIFORNIA

\*\*\*\*\*

IN THE MATTER OF APPROVING )  
THE FRESNO COUNTY SYSTEM )  
IMPROVEMENT PLAN FOR THE ) RESOLUTION 10-169  
THREE-YEAR PERIOD OF )  
MARCH 26, 2010 THROUGH )  
MARCH 25, 2013 )

**WHEREAS**, California's State Legislature has enacted the Child Abuse Prevention Coordinating Council Act (Welfare and Institutions Code Sections 18982 et.seq.); and

**WHEREAS**, the California State Legislature found and declared that child abuse is one of the most tragic social and criminal justice issues of our times; and

**WHEREAS**, a local planning team was formed and collaborated to prepare the System Improvement Plan, a three-year plan for 2010 through 2013 that identifies strategies to improve outcomes to children and families, and recommendations for future child abuse prevention, intervention and treatment services in the County of Fresno; and

**WHEREAS**, the County of Fresno is required by the California Department of Social Services to provide documentation that the Fresno County Board of Supervisors has approved Fresno County's System Improvement Plan;

**NOW, THEREFORE, BE IT RESOLVED**, that the Fresno County Board of Supervisors approves the Fresno County System Improvement Plan.

**THE FOREGOING** was **PASSED** and **ADOPTED** by the following vote of the Board of Supervisors of the County of Fresno this 11<sup>th</sup> day of MAY, 2010, to-wit:

AYES: Larson, Anderson, Perea, Poochigian, Case

NOES: None

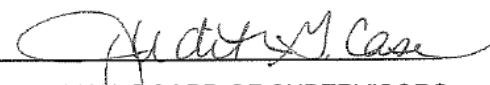
ABSENT: None

- 1 -

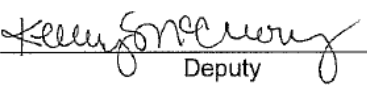
COUNTY OF FRESNO  
Fresno, CA



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CHAIRMAN, BOARD OF SUPERVISORS

ATTEST:  
BERNICE E. SEIDEL, CLERK  
BOARD OF SUPERVISORS

By   
Deputy

Agenda No. 30  
Resolution No. 10-169

Board of Supervisors Resolution Establishing A Child Abuse Prevention Council(CAPC)

RES. 005-387

BEFORE THE BOARD OF SUPERVISORS  
OF THE  
COUNTY OF FRESNO, STATE OF CALIFORNIA

\*\*\*\*\*

IN THE MATTER OF DESIGNATING )  
THE FRESNO COUNCIL ON CHILD )  
ABUSE PREVENTION (FCAP) AS )  
THE LOCAL CHILD ABUSE )  
PREVENTION COUNCIL FOR )  
FRESNO COUNTY )

RESOLUTION

**WHEREAS**, California's State Legislature has enacted the Child Abuse Prevention Coordinating Council Act (Welfare and Institutions Code Sections 18682, et seq.); and

**WHEREAS**, the California State Legislature found that: (a) child abuse is one of the most tragic social and criminal justice issues of our times, (b) victims of child abuse and their families face a complex intervention system involving many professionals and agencies, (c) coordination and cooperation by child protection agencies and personnel improves the response to a victim of child abuse and his or her family, and (d) the prevention of child abuse requires the involvement of the entire community; and

**WHEREAS**, Welfare and Institutions Code Section 18680 et seq. created community child abuse prevention councils; and

**WHEREAS**, the functions of the child abuse prevention councils include: (a) providing a forum for interagency cooperation and coordination in the prevention, detection, treatment, and legal processing of child abuse cases, (b) promoting public awareness of the abuse and neglect of children and the resources available for intervention and treatment, (c) encouraging and facilitating the training of professionals in the detection, treatment, and prevention of child

- 1 -

CLERK OF FRESNO  
FRESNO, CA

1 abuse and neglect, (d) recommending improvements in services to families and victims; and  
2 (e) encouraging community support for child abuse and neglect prevention programs; and

3 **WHEREAS**, councils receiving funding under Welfare and Institutions Code Section  
4 16983 et seq. shall develop a protocol for interagency coordination and provide yearly reports  
5 to the Fresno County Board of Supervisors.  
6

7 **NOW, THEREFORE, BE IT RESOLVED** that the Fresno County Board of Supervisors  
8 hereby designates the Fresno Council on Child Abuse Prevention as the local child abuse  
9 council for Fresno County.  
10

11 **THE FOREGOING** was **PASSED** and **ADOPTED** by the following vote of the Board of  
12 Supervisors of the County of Fresno this 22nd day of August, 2005, to-wit:

13 **AYES:** Supervisors Lanson, Anderson, Perez, Matoslos, Case  
14 **NOES:** None  
15 **ABSENT:** None

16   
17 **CHAIRMAN, BOARD OF SUPERVISORS**

18 **ATTEST:**  
19 **BERNICE E. SEIDEL, CLERK**  
20 **BOARD OF SUPERVISORS**

21 **By**   
22 **Deputy**

23  
24  
25  
26 **Agenda #15**

27 **Resolution #05-089**  
28

Board of Supervisors Resolution Identifying the Council for Administration of the  
County's Children's Trust Fund (CCFT)

BEFORE THE BOARD OF SUPERVISORS  
OF THE  
COUNTY OF FRESNO, STATE OF CALIFORNIA

\*\*\*\*\*

IN THE MATTER OF DESIGNATING )  
THE FRESNO COUNCIL ON CHILD )  
ABUSE PREVENTION AS THE )  
OFFICIAL COMMISSION TO )  
ADMINISTER THE CHILDREN'S )  
TRUST FUND IN FRESNO COUNTY )

RESOLUTION 10-170

**WHEREAS**, California's State Legislature has enacted the Child Abuse Prevention  
Coordinating Council Act (Welfare and Institutions Code Sections 18982 et.seq.); and

**WHEREAS**, the California State Legislature found and declared that child abuse is one  
of the most tragic social and criminal justice issues of our times; and

**WHEREAS**, the County of Fresno has a number of resources that may be used to  
support Child Abuse Prevention efforts; and

**WHEREAS**, the County of Fresno has established a Children's Trust Fund that is used  
to fund child abuse and neglect prevention and intervention programs; and

**WHEREAS**, the County of Fresno currently receives funding proposals from private  
nonprofit organizations with recognized expertise in fields relating to child welfare; and

**WHEREAS**, pursuant to Welfare and Institutions Code Section 18965 of Article 5, the  
Fresno County Board of Supervisors may designate an existing local voluntary commission,  
board or council to carry out the Welfare and Institutions Code Section 18967 requirements,  
to establish criteria for determining program funding and recommend to the Board of  
Supervisors which agencies should be funded.


**NOW, THEREFORE, BE IT RESOLVED**, that the Fresno County Board of Supervisors designates the Fresno Council on Child Abuse Prevention as the board charged with administering the Children's Trust Fund and for making funding recommendations to the Board of Supervisors for the use of these funds.

**THE FOREGOING** was **PASSED** and **ADOPTED** by the following vote of the Board of Supervisors of the County of Fresno this 11th day of May, 2010, to-wit:

AYES: Larson, Anderson, Perea, Poochigian, Case

NOES: None

ABSENT: None

  
CHAIRMAN, BOARD OF SUPERVISORS

ATTEST:  
BERNICE E. SEIDEL, CLERK  
BOARD OF SUPERVISORS

By James M. [Signature] Deputy

Agenda No. 30

Resolution No. 10-170

**Fresno Council on Child Abuse Prevention  
Board of Directors and Staff Roster**

**Board**

**President**

Lee Ann Eager, Esq.  
Economic Development Corporation

**Vice President**

Mike C. Ford, Ph.D.  
Osprey Group, Semi-Retired

**Treasurer/Secretary**

Margarita Rocha  
Centro La Familia

Maria Alvarez-Garcia  
Administrative Assistant  
Public Defender Juvenile Delinquency

Michele Cantwell-Copher, Ed.D.  
Fresno County Office of Education

Aida Chavez  
Fresno County DSS

Tina Henry  
Sr. Professional Sales Rep., DCC  
Takeda Pharmaceuticals

Dr. John Scholefield  
Interim Chief of Pediatrics  
UCSF Pediatrics

**Staff**

**Executive Director**

Esther Franco

**Program Coordinator & CFIS Lead**

Maria Gutierrez

**Prevention Education Coordinator**

Julia Moreno-Vega

**Administrative Assistant**

Jesse M. Casas

**CFIS**

Caroline Dower

## FCCAP PREVENTION PARTNERS

Alateen	Fresno County Adolescent and Family Life Program
Ala-non Family Groups, Inc.	Fresno County Adult mental Health
Alcoholics Anonymous	Fresno County Children's Mental Health
Angels of Grace Foster Family Agency	Fresno County EOC Baby Steps Program
Aspira Foster Family Services	Fresno County EOC Early Head Start
Autism Society of America	Fresno County EOC Head Start
B.A.A.R.T	Fresno County EOC Sanctuary Youth Shelter
Bethany Christian Services	Fresno County EOC School Age Child Care
Big Brothers/ Big Sisters	Fresno County EOC S.O.U.L Charter
Boys & Girls Clubs of Fresno County	Fresno County Immunization program
California Children's Services	Fresno County Managed Care
C-CAIR (Crisis Center for Children)	Fresno County Probation
Catholic Charities	Fresno County Sheriff's Department
Central Valley Regional Center	Fresno County Workforce Connection
Centro La Familia	Fresno Covenant Foundation
Chicano Youth Center	Fresno Family Counseling Center
Child Protective Services	Fresno Native American Health Center
Children and Adults with Attention/ Hyperactivity Disorder	Fresno New Connections
Children's Hospital of Central California	Fresno Police Activities League
Children's Services Network	Fresno Police Department
Chrysalis House	Foster Friends
Clovis Police Department	Foster Parent Recruitment
Community Food Bank	Genesis Family Center
Comprehensive Alcohol Program	Holy Cross Center for Women
Comprehensive Youth Services	Infant of Prague Adoption Services
Court Appointed Special Advocates (CASA)	Job Corps
Crime Victim Assistance Center	Kids Kasa Foster Care, Inc
Deaf & Hard of Hearing Service Center	Kingsview Alcohol and Drug Services
EOC Sanctuary Outreach to the Streets	Koinonia Foster Homes, Inc
EOC Substance Abuse Prevention	Marjaree Mason Center
EOC Tobacco Education and Prevention	Narcotics Anonymous
EOC Women Infant & Children Nutrition Program	Northwest Family Center
EOC Youth Employment Services	P.A.C.E. Program/ Fresno Unified
Encourage Tomorrow	Poverello House
Evangel Home	Quality Foster Care
Exceptional Parents Unlimited	Rescue the Children/ Craycroft Youth Center
Family Communication Center	Resource Center for Survivors
Family Connections Christian Adoption Agency	Salvation Army Fresno
Families First	Supportive Services, Inc
Footsteps	The Carmen Meza Center
Fresno Adult School- Parenting Program	United Cerebral Palsy of Central California
Fresno Barrios Unidos	University Medical Center Pediatrics
Fresno Career Development Institute, Inc.	Valley Center for the Blind
	Westcare

**Fresno County Interagency Council for Children and Families  
(Functioning as the PSSF Collaborative and CCTF Commission)**

**Interagency Coordinator**

Debra McKenzie  
JoAnne R. Sanchez  
Interagency Assistant

Mike Hanson  
Superintendent  
Fresno Unified School District

**Chairperson**

The Honorable David Gottlieb  
Presiding Judge, Juvenile Justice  
Division  
Fresno County Superior Court of  
California

Cathi Huerta  
Director  
Department of Social Services  
Margaret Mims  
Sheriff  
Fresno County Sheriff's Office

**1<sup>st</sup> Vice Chair**

Vacant

Linda Penner  
Chief Probation Officer  
Fresno County Probation Department

**2<sup>nd</sup> Vice Chair**

Pam Lassetter,  
Assistant Director  
Fresno County Workforce Investment  
Board

Henry Perea  
District 3 Supervisor  
Fresno County Board of Supervisors

**Executive Committee**

Randall Cooper  
Director  
Parks, After School, Recreation &  
Community Service  
*Representing the City of Fresno*

**General Members**

David E. Cash, Ed.D.,  
Superintendent  
Clovis Unified School District

Dr. Tom Crow  
Chancellor  
State Center Community College  
District

Steve France  
Administrator of Educational Services  
Clovis Unified School District

Teresa Patterson  
Executive Director  
Public and Legislative Relations

Pat Clary  
President/CEO  
United Way of Fresno County

Dan DeSantis  
CEO  
Fresno Regional Foundation

Yvonne Freve  
Vice President  
Community Impact  
United Way of Fresno County

Jacque Smith-Garcia  
Executive Director  
Comprehensive Youth Services

Deborah Davis  
Special Education Program Manager  
Fresno County Office of Education  
*Representing Fresno Early Childhood  
Coalition*



Tamie Smith  
Program Manager  
Central Valley Regional Center  
President Fresno Early Childhood  
Coalition

Sandra Flores  
Program Officer  
Fresno Regional Foundation

Gayle Duffy  
Executive Director  
Central Valley Children's Services  
Network

Jerry Dyer  
Chief of Police  
Fresno Police Department

Lt. Jose Garza  
Community & Employee Service Bureau

Elizabeth Egan  
District Attorney  
Fresno County District Attorney's Office

Darla Sterios  
Senior Deputy  
Fresno County District Attorney's Office

George Egawa  
Interim Executive Director  
Fresno County Economic Opportunities  
Commission

Naomi Mizumoto  
Assistant Executive Director  
Fresno County Economic Opportunities  
Commission

Deputy Chief Keith Foster  
Investigative Services Division  
Fresno Police Department  
*Representing the Fresno Madera Police  
Chief's Association*

Esther Franco  
Executive Director  
Fresno Council on Child Abuse  
Prevention

Caroline Dower  
Child Forensic Interview Specialist  
Fresno Council on Child Abuse  
Prevention

Kathleen Mancebo  
Development Director  
Comprehensive Youth Services

Gabriel Gonzalez  
City Manager  
City of Mendota  
*Representing Council of Governments*

Cruz Ramos  
City Manager  
City of San Joaquin

Pete Summers  
Director of Student Services  
Fresno Unified School District

Andrea Sobrado  
Deputy Director  
Department of Social Services

Blake Konczal  
Executive Director  
Fresno County Workforce Investment  
Board

Captain Jennifer Horton  
Fresno County Sheriff's Department

Ed Moreno  
Health Officer  
Fresno County Department of Public  
Health

Kathleen Grassi  
Assistant Director  
Fresno County Department of Public  
Health

John Navarrette  
County Administrative Officer

Anita Powell  
Analyst  
County Administrative Office

Ollie Dimery-Ratliff  
Director  
Juvenile Hall

Debbie Poochigian  
District 5 Supervisor  
Fresno County Board of Supervisors

Larry Powell  
Superintendent  
Fresno County Office of Education

Armen Bacon  
Administrator  
Fresno County Office of Education

Stephen Ramirez,  
Executive Director  
California Health Collaborative

Evi Hernandez  
Youth Services Director  
California Health Collaborative

Kendra Rogers  
Acting Executive Director  
First Five Fresno County

Courtney Shapiro  
Special Projects Officer  
First Five Fresno County

Kenneth Taniguchi  
Public Defender  
Fresno County Public Defenders Office

Elizabeth Diaz  
Assistant Public Defender  
Fresno County Public Defenders Office

Alan Weaver  
Director  
Fresno County Public Works and  
Planning

Lynn Gorman, AICP  
Deputy Director of Planning  
Fresno County Public Works and  
Planning

Doug Davidian  
Representing Fresno Business Council

**Board of Supervisors Notice of Intent (Appendix D) that identifies the public agency to administer the CAPIT/CBCAP/PSSF Plan.**

**Appendix D: BOS Notice of Intent**

STATE OF CALIFORNIA – HEALTH AND HUMAN SERVICES AGENCY      CALIFORNIA DEPARTMENT OF SOCIAL SERVICES

**NOTICE OF INTENT  
CAPIT/CBCAP/PSSF PROGRAM CONTRACTS  
FOR Fresno COUNTY**

**PERIOD OF PLAN (MM/DD/YY): 3/26/2010 THROUGH (MM/DD/YY) 3/25/2013**

The undersigned confirms that the county intends to contract, or not contract with public or private nonprofit agencies, to provide services in accordance with Welfare and Institutions Code (W&I Code Section 18962(a)(2)).

In addition, the undersigned assures that funds associated with Child Abuse Prevention, Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) will be used as outlined in statute.

The County Board of Supervisors designates Department of Social Services as the public agency to administer CAPIT and CBCAP.

**W&I Code Section 16602 (b) requires that the local Welfare Department shall administer PSSF.** The County Board of Supervisors designates Department of Social Services as the public agency to administer PSSF.

**Please check the appropriate box.**

- ☒ The County intends to contract with public or private nonprofit agencies to provide services.
- ☐ The County does not intend to contract with public or private nonprofit agencies to provide services and will subcontract with \_\_\_\_\_ County to provide administrative oversight of the projects.

In order to receive funding, please sign and return the Notice of Intent with the County's System Improvement Plan:

California Department of Social Services  
Office of Child Abuse Prevention  
744 P Street, MS 8-11-82  
Sacramento, California 95814

  
County Board of Supervisors Authorized Signature

JUDITH G. CASE  
Print Name

5/11/10  
Date

Chairman  
Title  
ATTEST:

System Improvement Plan Process Guide  
Version 7.0  
2009

BERNICE E. SEIDEL, Clerk  
Board of Supervisors

By Kellie M. Chung  
Deputy

## Services and Expenditure Summary and Description of Services

### 2010 -2013 Fresno County System Improvement Plan CAPIT/CBCAP/PSSF Description of Programs

#### **A. Current Services**

This section describes programs/services currently funded through CAPIT/CBCAP/PSSF from March 26, 2010 through June 30, 2010. Extension of these services through December 31, 2010 may be necessary to allow for completion of a competitive bid and contract development process. These services correspond to Services and Expenditure Summary, Workbook 1.

##### **Learning about Parenting – Home Visitation**

**Funding:** CAPIT

**Purpose:** To address health, safety and developmental needs of children by parent education/support

**Target Population:** Families who are at risk of entering the Child Welfare Services **Description:** Early intervention intensive home visitation program and child abuse prevention services.

##### **Families in Transition**

**Funding:** CAPIT / CBCAP / CWS

**Purpose:** To assist families to break the destructive cycle of child abuse and family violence with services that focus on prevention, intervention and treatment

**Target Population:** At-risk children and families in Fresno County

**Description:** A family preservation program that provides strength-based prevention, intervention and treatment services to. Families receive an array of services including individual/family counseling, crisis intervention, parenting education, anger management classes, parent-child interaction therapy, supervised visitation, and other programs designed to meet the individual child and family needs. Services provided in both metro and rural areas. Services include family, individual and group therapy, anger management classes, parenting classes and supervised visits.

##### **Child Advocacy Services**

**Funding:** CAPIT / PSSF

**Purpose:** To improve the lives of abused/neglected Fresno County children who are involved in Child Welfare Services, and as a result, improve the timely reunification with parent(s) and/or advocate for the most optimal permanent plan, such as adoption.

**Target Population:** Children and families referred by Child Welfare Services

**Description:** Training, recruitment and retention of court-appointed special advocates assigned to children in foster care placements. Services provide support to families and children to improve permanency outcomes through reunification, but also through adoption and legal guardianship when that is in the best interest of the child. Requires collaboration with DSS and the courts first and foremost to ensure that children are safe and families receive the timely and responsive services necessary to reduce risk of out-of-home placement, minimize the trauma of out-of home placement and prevent placement disruptions.

##### **Domestic Violence Prevention**

**Funding:** CAPIT

**Purpose:** To educate, assist and support children and families in the areas of sexual assault, child molestation, child abuse, domestic violence

**Target Population:** Children and families in Fresno County with emphasis on rural communities

**Description:** Provision of prevention and intervention services through education presentations, crisis intervention support and response, counseling and advocacy to children of all ages and their families.

**Forensic Interview Center for Abused Children**

**Funding:** Primarily County Children's Trust Fund

**Purpose:** Collaborative interview process designed to minimize trauma to child victims by reducing the number of forensic interviews; improves quality of evidence

**Target Population:** Children in Fresno County

**Description:** The Multi-Disciplinary Interview Center is established to minimize the trauma and reduce the number of interviews that child victims (primarily of sexual/physical abuse) must undergo during the investigative process. One interview is conducted by a trained Forensic Interview Specialist. This interview is videotaped, observed by other team members and preserved as evidence. This interagency process enhances the fact-finding process in criminal and dependency cases and promotes cooperation and coordination between all agencies involved in any criminal or dependency prosecution to more effectively utilize available resources.

**Prevention Coordination Activities**

**Funding:** County Children's Trust Fund / 2009-10 CBCAP Supplement

**Purpose:** To promote County public awareness of the abuse and neglect of children and the resources available for intervention and treatment

**Target Population:** Fresno County

**Description:** Services provided by the Fresno Council on Child Abuse Prevention (FCCAP) as the County's designated Child Abuse Prevention Council. FCCAP maintains the primary role of coordinating and supporting community efforts to prevent and respond to child abuse through collaboration with other local and state agencies. FCCAP provides services through direct outreach, education training, and referrals for children and families who are or may be at risk. It further provides training to professionals and paraprofessionals for: Mandated Reporting of Child Abuse; Child Abuse Prevention; Parenting and Alternative Discipline; Child Death Review Team.

In FY09-10 FCCAP will use CBCAP supplemental funds to meet unmet need of wider education in awareness of child sexual abuse, and service to Spanish-speaking families.

**Neighborhood Resource Center**

**Funding:** Primarily PSSF – Family Preservation/Family Support

**Purpose:** To improve family functioning through the engagement and connection of families with neighborhood-based services.

**Target Population:** Fresno County children and families, including high risk families referred by Child Welfare Services; located in neighborhoods in highest child participation/removal areas and/or rural areas.

**Description:** Neighborhood-based services and activities that are integrated, comprehensive, flexible and responsive to community identified needs. Core services are coordinated by a program coordinator and may include: Parent Education; Child Development Activities; Resource and Referral (links to community resources and services); Drop-in Availability; Peer-to-Peer Supports and Life Skills Advocacy. Currently nine Neighborhood Resource Centers are funded in Fresno County, each providing similar services; however, tailored to each specific neighborhood's needs. These nine centers are operated by non-profit community organizations and local school districts. DSS provides staffing for two school-based NRCs. Current NRCs include:

- Comprehensive Youth Services (Sanger Elementary School) - located in Southeast Rural Fresno County;
- Westside Family Preservation Services (Huron, Ca) - located in rural Southwest Fresno County;
- Catholic Charities (Laton, Ca) – located in rural south Fresno County;
- Clovis Unified School District (Pinedale, Ca) – located in metro North Fresno;
- Fresno Unified School District - coordinate five Elementary school-based NRCs in metro Fresno.
- DSS/Fresno Unified – In a “partnered” approach, DSS provides Social Work staff to coordinate/manage two Elementary school-based NRCs.

**Adoption Support Services - DSS**

**Funding:** PSSF Adoption Promotion and Support

**Purpose:** To increase timely and successful adoptions of children

**Target Population:** Children involved in Child Welfare Services who are unable to reunify with their birth parent(s) and adoption is deemed the most appropriate permanent plan.

**Description:** Range of services provided by DSS Adoption staff to expedite the adoption of special needs children. Services are designed to encourage and support adoptions out of the foster care system, when adoption is in the best interest of the child. Services include Adoption Assistance Program, pre-placement preparation, placement stability activities, and post-placement/finalization services.

**Reunification Support Services - DSS**

**Funding:** PSSF Time-Limited Reunification

**Purpose:** To increase permanency through reunification for families/children involved in Child Welfare Services.

**Target Population:** Parents involved in Child Welfare Services who are attempting to reunify with their children

**Description:** Time-limited services provided by DSS Family Reunification staff to support the successful reunification parents with children in out-of-home placement. Intensive support services are provided to a child and family in attempt to attain, safe and timely reunification.

**B. Proposed Program/Services**

The following are proposed programs/services to be funded by CAPIT/CBCAP/PSSF upon completion of a new competitive bid and contract development process through March 25, 2013, and correspond to Services and Expenditure Summary - Workbook 2. Some services may be duplicative and previously described under Section A.

**Services to Families** – Services funded through this component are intended to provide a continuum of neighborhood-based prevention, intervention and treatment services to children at high risk of abuse and neglect. In addition to target areas specified in the subsequent descriptions, these services will also target minority populations and children under the age of 14. Purpose of these services are to promote the welfare of all children by preventing and/or remedying problems that result in, or have resulted from, neglect or abuse and to prevent the unnecessary separation of children from their families. The following are listed as general programs which may be funded; however, other neighborhood-based services may be considered and/or recommended for funding. The primary funding source is included, however, a program/service may also receive a blend of CAPIT/CBCAP/PSSF funding; County will ensure the funding requirements will be met.

Solicited services may include, but not be limited to:

**Neighborhood Resource Center**

**Funding:** Primarily PSSF – Family Preservation/Family Support

**Purpose:** To improve family functioning through the engagement and connection of families with neighborhood-based services.

**Target Population:** Fresno County children and families, including high risk families referred by Child Welfare Services; located in neighborhoods in highest child participation/removal areas and/or rural areas.

**Description:** Neighborhood-based services and activities that are integrated, comprehensive, flexible and responsive to community identified needs. Core services may include: Parent Education; Child Development Activities; Resource and Referral (links to community resources and services); Drop-in Availability; Peer-to-Peer Supports; Life Skills Advocacy.

**Family to Family Neighborhood Collaboratives**

**Funding:** Primarily PSSF – Family Preservation/Family Support

**Purpose:** To improve access to neighborhood services/resources giving the best opportunity for families and relatives to maintain children within the family, to resolve issues that brought them into the public system, and to transition families to neighborhood helpers to prevent the return for assistance from public systems.

**Target Population:** Fresno County children and families; includes high risk families referred by Child Welfare Services; located in neighborhoods with highest child participation/removal areas and/or rural areas.

**Description:** Supports the growth of network Neighborhood Collaboratives in areas of greatest need (child removal/referral rates) to facilitate linkage of families with community-based services, schools, health organizations, civic entities, religious institutions and treatment services.

**Child Advocacy Services**

**Funding:** CAPIT / PSSF

**Purpose:** To improve the lives of abused/neglected Fresno County children who are involved in Child Welfare Services, and as a result, improve the timely reunification with parent(s) and/or advocate for the most optimal permanent plan, such as adoption.

**Target Population:** Children and families referred by Child Welfare Services

**Description:** Training, recruitment and retention of court-appointed special advocates assigned to children in foster care placements. Services provide support to families and children to improve permanency outcomes through reunification, but also through adoption and legal guardianship when that is in the best interest of the child. Requires collaboration with DSS and the courts first and foremost to ensure that children are safe and families receive the timely and responsive services necessary to reduce risk of out-of-home placement, minimize the trauma of out-of-home placement and prevent placement disruptions.

**Domestic Violence Prevention**

**Funding:** CAPIT

**Purpose:** To educate, assist and support children and families in the areas of sexual assault, child molestation, child abuse, domestic violence

**Target Population:** Children and families in Fresno County with emphasis on rural communities

**Description:** Provision of prevention and intervention services through education presentations, crisis intervention support and response, counseling and advocacy to children of all ages and their families.

**Other Family Preservation/Family Support Services**

**Funding:** PSSF / CAPIT / CBCAP

**Purpose:** Prevention/intervention services to maintain family functioning and stability.

**Target Population:** Includes families that come to the attention of Child Welfare Services due to allegations of abuse or neglect and/or are in need of community support/resources.

**Description:** Array of services to preserve/maintain families at at-risk or in crisis to improve family functioning and improve safety of children. Services are family-focused and are designed to maintain children safely in their homes and/or prevent the unnecessary separation of families. Services could include: prevention and educational programs; parenting skills training case management; resource, information, and referral; crisis intervention; individual, group, and family therapy; in-home family support; in-home visitation; substance abuse counseling and treatment

**Team Decision-Making (TDM) Community Representative Program**

**Funding:** PSSF

**Purpose:** To increase the engagement and connection of families with neighborhood-based services

**Target Population:** Families involved in Child Welfare Services engaged in a TDM. Particular focus is on families who are from high risk neighborhoods (consistent with the location of the County's Family to Family Neighborhood Collaboratives).

**Description:** This program will support one community-based provider to recruit, train and manage a corps of community representatives to attend TDMs on behalf of families referred and/or involved with DSS. Community Representatives will advocate, support, and be the "community expert" for a family throughout the TDM. The Department is committed to the growing use of community representatives in TDMs to ensure a family understands and can be linked to community resources, as necessary.

**Adoption Support Services - DSS**

**Funding:** PSSF Adoption Promotion and Support

**Purpose:** To increase timely and successful adoptions of children

**Target Population:** Children involved in Child Welfare Services who are unable to reunify with their birth parent(s) and adoption is deemed the most appropriate permanent plan.

**Description:** Range of services provided by DSS Adoption staff to expedite the adoption of special needs children. Services are designed to encourage and support adoptions out of the foster care system, when adoption is in the best interest of the child. Services may include Adoption Assistance Program, pre-placement preparation, placement stability activities, and post-placement/finalization services.

**Reunification Support Services - DSS**

**Funding:** PSSF Time-Limited Reunification

**Purpose:** To increase permanency through reunification for families/children involved in Child Welfare Services.

**Target Population:** Parents involved in Child Welfare Services who are attempting to reunify with their children

**Description:** Time-limited services provided by DSS Family Reunification staff to support the successful reunification parents with children in out-of-home placement. Intensive support services are provided to a child and family in attempt to attain, safe and timely reunification.

**Neighborhood-Based Services - DSS**

**Funding:** PSSF Family Preservation/Family Support

**Purpose:** To improve family functioning through the engagement and connection of families with neighborhood-based services.

**Target Population:** Fresno County children and families, including high risk families referred by Child Welfare Services; located in neighborhoods in highest child participation/removal areas and/or rural areas.

**Description:** Neighborhood-based services and activities provided by Department staff that is integrated, comprehensive, flexible and responsive to community identified needs. Core services may include: Parent Education; Child Development Activities; Resource and Referral (links to community resources and services); Drop-in Availability; Peer-to-Peer Supports; Life Skills Advocacy.

**Prevention Coordination Activities**

**Funding:** County Children's Trust Fund / Possibly CBCAP

**Purpose:** To promote County public awareness of the abuse and neglect of children and the resources available for intervention and treatment

**Target Population:** Children and families in Fresno County

**Description:** Services provided by the Fresno Council on Child Abuse Prevention (FCCAP) as the County's designated Child Abuse Prevention Council. FCCAP maintains the primary role of coordinating and supporting community efforts to prevent and respond to child abuse through collaboration with other local and state agencies. FCCAP provides services through direct outreach, education training, and referrals for children and families who are or may be at risk. It further provides training to professionals and paraprofessionals for: Mandated Reporting of Child Abuse; Child Abuse Prevention; Parenting and Alternative Discipline; Child Death Review Team. It is anticipated FCCAP organizationally will grow, and develop a more significant role in the coordination of child abuse prevention, awareness, information, resources and referrals. Part of this growth is a closer interface with Fresno County's central resource call center (2-1-1 Central Valley)

**Forensic Interview Center for Abused Children**

**Funding:** Primarily County Children's Trust Fund

**Purpose:** Collaborative interview process designed to minimize trauma to child victims by reducing the number of forensic interviews; improves quality of evidence

**Target Population:** Children in Fresno County

**Description:** The Multi-Disciplinary Interview Center is established to minimize the trauma and reduce the number of interviews that child victims (primarily of sexual/physical abuse) must undergo during the investigative process. One interview is conducted by a trained Forensic Interview Specialist. This interview is videotaped, observed by other team members and preserved as evidence. This interagency process enhances the fact-finding process in criminal and dependency cases and promotes cooperation and coordination between all agencies involved in any criminal or dependency prosecution to more effectively utilize available resources.